



# THE MESSAGE BOARD

January - April 2006



*Professor Michael Gold-Biss shares a laugh with Dr. Hilton McDavid, fellow, and Professor at the University of the West Indies, at 2006 Caribbean Defense and Security Course in Kingston.*

## CARIBBEAN PARTICIPANTS MAKE DEFENSE AND SECURITY COURSE IN JAMAICA HUGE SUCCESS

From February 5-17, some 35 participants from 15 Caribbean countries gathered in Kingston, Jamaica, for the 2006 edition of the Caribbean Defense and Security Course. The two-week, English-language program, which was significantly reworked from that offered in previous years, counted on an enhanced evaluation of policy options in the regional security environment and the study of international operations among collaborating partners.

The event had the decisive support of Rear Admiral Hardley Lewin, the Jamaican Defence Force's Chief of Staff, and was supported by a strong representation of CHDS faculty and staff. The presence of Adjunct Professor David Granger (Guyana) added expertise and refined

*(continued on page 4)*

## CHDS HOLDS WORKSHOP ON THE MORALES GOVERNMENT AND BOLIVIA'S FUTURE

From February 21-23, 2006, CHDS, in cooperation with the Center for Technology and National Security Policy (CTNSP) of the National Defense University, hosted a workshop on Bolivia's future under the leadership of its new President, Evo Morales. The workshop, conducted in two and a half days of discussions with nearly a dozen Bolivian participants, was designed to better understand the challenges and opportunities presented by Bolivia's new administration. Those attending the event comprised a good cross-section of the Bolivian political and cultural spectrum, all but one of whom (the immediate past Minister of Defense) were graduates of CHDS programs.

The workshop began with a panel in which CHDS' international faculty members presented their views of how their countries—Bolivia's

*(continued on page 4)*

## AMISTAD: CHDS/INTER-AMERICAN DEFENSE COLLEGE FOCUS ON "TRANSFORMATION"

The yearly AMISTAD program of academic exchange between CHDS and the Inter-American Defense College took place April 17-21, with more than 60 IADC students and faculty members joining CHDS faculty to explore for the first time the issue of Transformation in the defense sector.

The lectures and breakout discussions focused on forces of change, force design, the strategic environment, and current educational efforts.

Changes in the defense sector generally, and more specifically in the armed forces, and in

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## ADVANCED POLICYMAKING SEMINAR SLATED FOR MAY

CHDS is conducting a three-day Advanced Policymaking Seminar in Miami, Florida May 16-18, 2006. This event, an interactive academic dialogue for CHDS graduates of two- and three-week courses in Washington, D.C., prior to 2005, from throughout the Hemisphere, is designed to help participants to expand their knowledge in security and defense policy formulation processes. The themes to be highlighted are:

1. Stability Operations (peacekeeping, humanitarian assistance and military support for civilian authorities, and law enforcement);
2. Defense Transformation;
3. Transnational Challenges and Counterterrorism.



CHDS's Van Beall pitches in at hurricane-battered New Orleans suburb.

## ENTRE AMIGOS

*Van Beall*, the long-time registrar at CHDS, points to the word "Faith" found on a destroyed car in a flood-ravaged area of New Orleans called the Lower 9th Ward. He visited this area recently while spending a week working as a volunteer repairing storm-damaged homes in Slidell, Louisiana, a suburb of New Orleans. Beall described the trip as "quite an emotional rollercoaster" as on one hand there was destruction of an unimaginable magnitude, yet courage and strength on the other hand. Beall said that his faith was strengthened and reinforced by the outpouring of care through many volunteers' efforts and the gratitude of the people rebuilding their communities.

The CHDS registrar's team was significantly enhanced in the Spring with the appointment of *Georgina Crovetto*, originally from Buenos Aires, Argentina, as deputy registrar, a government employee position. Crovetto came to work for CHDS in August 2004 in the Registrar's Office as a contractor. "Working for this office has given me the opportunity to not only learn about and be sensitive towards the different cultures and interact with people from the entire Western Hemisphere, but also learn about the military culture," Crovetto told *The Message Board*. "I enjoy working within this team and hope to continue to be of good help to our graduates as well as to new candidates for our courses."



Julio Alberto Graf

*Captain Julio Alberto Graf*, visiting scholar, will be keeping very busy when he goes back to Argentina this coming August. His new job will be at the N-3, Operations Officer of the Naval Operations Command at Puerto Belgrano Naval Base.

This command is responsible for the operations conducted throughout the Argentine Navy, including naval aviation, submarine forces, marine corps, and surface combatants. Graf and his family will reside at their home in the city of Punta Alta. His personal e-mail is: grafjulio@hotmail.com.



Georgina Crovetto, CHDS Deputy Registrar

*Dr. Michael Gold-Biss and Brig. Gen. (ret.) Boris Saavedra*, CHDS contracted facilitator, appeared as guest speakers at the Special Operations School Hurlburt Field, Florida (February 9-10) and at the Special Operations School at Davis-Montham, Air Force Base, Arizona (March 30-April 1). In addition, in February Saavedra was the featured guest at the National Defense University, speaking about "Venezuela: Poor Country/Rich Government," and in March at the Inter-American Defense College, addressing "The South American Military Situation." In April, the former Venezuelan general also published an article with the Institute of International Security and Strategic Affairs (Instituto de Seguridad Internacional y Asuntos Estrategicos) in Buenos Aires entitled: "La Educación y Entrenamiento para Lideres Militares y Civiles del Siglo XXI en Latinoamérica."



Michael Gold-Biss



Boris Saavedra

*Martin Edwin "Mick" Andersen*, CHDS chief for strategic communications, is the co-author, along with homeland security guru Dr. James Jay Carafano, of the report, *Trade Security at Sea: Setting National Priorities for Safeguarding America's Economic Lifeline*, published in April by The Heritage Foundation's Maritime Security Working Group. Andersen also wrote the chapter on Venezuela for *Countries at the Crossroads*, the New York-based human rights organization Freedom House's survey of democratic governance that evaluates performance in 30 key countries at a crossroads in determining their political future.



"Mick" Andersen

*Dr. Jaime Garcia Covarrubias* published an article, "La Institucionalizacion de la Defensa," in *TEMAS De Seguridad y Desarrollo*, IAEN 2006 Quito, Ecuador. He also published another paper about the future of defense in Latin America in *Mirador de Seguridad*, of Managua, Nicaragua.

(continued on page 3)

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Suzanne Heist

CHDS takes great pleasure to welcome back **Suzanne Heist** to the position of Management Analyst/Academic Support Coordinator. Suzanne first joined the CHDS family in January 1998 with the original faculty and staff, as administrative support to the Dean of Students and Administration, Bob Olson. Her role expanded in 2000 when she was officially named Academic Support Coordinator, working closely with the faculty to prepare course materials and schedules for core courses, regional conferences, and REDES events. She left the Center at the end of 2003—when she received an offer she couldn't refuse—to accept a position within the Office of the Secretary of Defense at the Pentagon. But her heart remained firmly committed to CHDS, and to our great fortune, she agreed to return to the Center in February of this year.

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## DIRECTOR'S CORNER

Since September 11, 2001 combating terrorism, the centerpiece of American international focus and action, has not received the same attention or concern in many other countries. To be sure, people in other regions have lived with terrorist attacks for many years, and the attacks here five years ago, although monumental in their size and audacity, had little impact on the daily lives of many citizens of other nations.

Many governments in the region rank problems like poverty, narco-trafficking, organized and ordinary crime, gangs, ungovernable spaces, undemocratic political movements, natural disasters, and — in some cases — insurgency as being far more significant and threatening than terrorism.

A concern often heard in response to calls from Washington for common action is that expressed about the threat of militarizing the war against violent extremists in our hemisphere, a worry based on tragic experience from other times. Others are skeptical about the global war on terrorism, especially when they assess a low level of terrorist threat in their own country.

Yet, as our colleagues and students at CHDS have pointed out in recent events here at the Center, one of the striking features of these threats and problems is that nearly every one represents a capability that terrorists could use to accomplish a variety of criminal activities. Among these are money laundering to gain or hide funds, document forgery to move people, and trafficking of many forms to gain arms, explosives and freedom of action meant to limit the effective power of the state and the international community to control these activities.

Financial actions begin with illicit financing and proceed to money laundering. Illicit financing most often involves trafficking in cocaine and, to a lesser extent, heroin and marijuana. The huge profits earned from drug trafficking—like those from arms smuggling, human trafficking, and counterfeit consumer products—fuel all kinds of legal and illegal business activities. The profits from these illegal sources of income, which could be used to enable terrorist organizations to operate both in the region and elsewhere, are difficult to use if they are not somehow moved into the sphere of legitimate of business. As a result, money laundering becomes a central theme associated with terrorist-enabling activities.

The logic of this argument suggests that first, threats and problems perceived by Latin Americans and those from the Caribbean are also threats to the United States. Second, by reframing these issues as mutually perceived threats and problems, Latin America, the Caribbean, and the U.S. can address those problems together and reduce the threat of the potential to exploit these terrorist-enabling capabilities. Third, successful collaboration in dealing with the region's perceived threats will tend to reduce appeals to regional discord, as well as help decouple the link between terrorist enabling capabilities and fundamentalist appeals that seek to inflame relations between the U.S. and its neighbors.

There is significant overlap between the U.S. analysis of threats to the states of the hemisphere and the analyses of those threats by Latin American and Caribbean states. Although the U.S. and its neighbors do not see everything the same — we do view much through similar lenses.

One of the most important insights emanating from our discussions recently at CHDS is that there exists a basis for a regional strategy to address threats to our mutual security, despite the cant and rant of those who do not understand the problem, or who do not wish us well. We look forward to keeping the conversation going, as we explore new ways to foster hemispheric security and fellowship, both here and in the region.



Richard Downie

*Richard D. Downie*  
Director

## CARIBBEAN PARTICIPANTS ...

(continued from page 1)

analytical skills to seminar discussions and exercises. So, too, did that of Richard Sadler (retired Jamaica Defence Force, now with the United Nations Development Program), Dr. Tony Harriott (Professor at the University of the West Indies), and Major A.V. Carter (Jamaica Defence Force), who lectured and shared local Jamaican perspectives on security issues with their visiting colleagues. The final application exercise challenged participants to evaluate the security efforts that are taking place for the successful run of the 2007 Cricket World Cup.

The course closed with a graduation speech given by U.S. Ambassador William Walker, the former Vice-President of the National Defense University and a champion for Central American and regional cooperation in security efforts. According to Dr. Thomaz Costa, the course director, participants noted in the end of the course survey that the greatest value of the program was the opportunity for them to share transnational security concerns and explore strategies for cooperation about relevant problems, in the context of CHDS' traditional environment of frank and open discussions.

Participants in the Kingston event came from Antigua & Barbuda, Bahamas, Barbados, Belize, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, Mexico, Saint Kitts & Nevis, Saint Vincent and the Grenadines, Suriname, and Trinidad & Tobago.

As part of its Caribbean Security Program, CHDS plans to organize a regional conference in May 2007 and offer another iteration of this course in February 2008.

## CHDS HOLDS WORKSHOP ...

(continued from page 1)

regional neighbors—saw the probable development of relations during the Morales administration. The next morning's session was keynoted by a leading scholar on Bolivian affairs in the U.S., Dr. Eduardo Gamarra, head of Florida International University's Latin America and Caribbean Center, himself a native Bolivian, and was followed by spirited panels and discussions on political and economic matters. Finally, CTNSP presented an analysis using a quantitative model of the current Bolivian situation in two issue areas – coca/cocaine and the nationalization of the hydrocarbon industry.

On the final day, panels addressed Bolivian security and social issues. The discussion was followed by a presentation of the model results on the two issue areas which also incorporated the input from the workshop participants. This analysis was significantly different from that presented without their input. The last event was the presentation of the results and conclusions of the previous days' panels and discussion by CHDS rapporteurs.

At the end of the workshop, the Bolivian participants said that they appreciated the opportunity to influence the U.S. government's perceptions of the new administration in their country. It also became clear that the Bolivian reality is extraordinarily complex and that, despite some rhetorical and policy differences, there continues to be a solid potential for positive U.S. – Bolivian relations. This complexity will be explored in an article scheduled for the Fall issue of the CHDS eJournal, *Security & Defense Studies Review*.

## FOCUS ON "TRANSFORMATION" ...

(continued from page 1)

civil-military relations, are top research subjects for the faculty. The result of this effort has put CHDS on the cutting edge of contemporary understanding of new trends in defense issues. As a result, the transformation studies developed now feed into many other curricular aspects of the Center's courses and workshops.

Special guest speakers included Maj. General Charles Rodrigues, commander of the Texas National Guard, Mr. Gabriel Gaspar, Chile's former undersecretary of defense, and Dr. Stuart Johnson, professor of the transformation chair, Center for Technology and National Security Policy at the National Defense University.

Outgoing Deputy Assistant Secretary for Western Hemisphere Affairs Roger Pardo-Maurer spoke to the group about U.S.-Latin American relations in security matters and was made the first "honorary member" of CHDS in recognition of his many efforts on behalf of the Center. Pardo-Maurer pointed out that better media-military relations needed to be created in the region, based a better understanding by reporters of the defense sector.

In 2007, AMISTAD is expect to be of even greater use to participants, since it will be placed earlier in the IADC curriculum.

### ON EXCELLENCE

The ancient Greek definition of happiness, President John F. Kennedy, the 35th president of the United States, was fond of remembering, was "*the full use of your powers along lines of excellence.*"

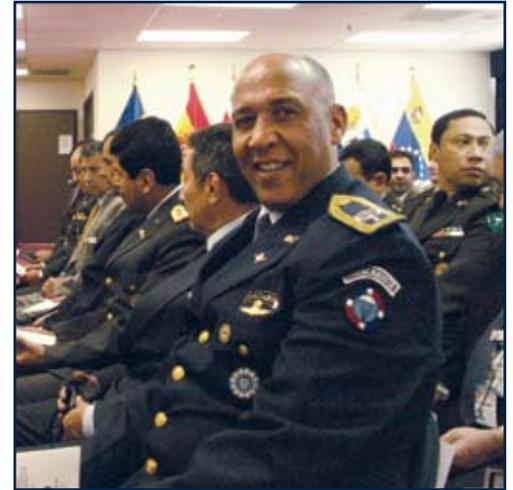
## LOOKING FOR A FEW GOOD ARTICLES ON REGIONAL DEFENSE AND SECURITY ISSUES?



CHDS' *Security and Defense Studies Review*, or eJournal, provides a forum for the publication of articles, essays, reviews, and commentary by members of the military education and academic communities relevant to Western Hemisphere security and defense. To date, the eJournal has enjoyed considerable success in contributing to the spread of scholarly work to colleagues throughout the region.

To learn more, go to : [www.ndu.edu/chds/journal/index.htm](http://www.ndu.edu/chds/journal/index.htm)

## DEFENSE CHIEF RODMAN KICKS OFF A JOYFUL CHDS GRADUATION CEREMONY



### STRATEGY AND DEFENSE POLICY COURSE FOCUSES ON GLOBAL AND REGIONAL SECURITY SCENARIOS

From March 6-24, CHDS again offered its signature course, Strategy and Defense Policy (SDP), to a record 77 participants from 20 countries. The new name for what used to be called the Defense Planning and Resource Management (DPRM) course, came following suggestions from past participants and a CHDS curriculum review finished late last year.

The new name—SDP—reflects an increased focus on the political-military thinking in democratic societies challenged by the current global, regional, and national security scenarios. The increase in competition to attend the SDP was matched in the March event by the intensely collegial and enthusiastic discussion in CHDS' Proceres auditorium.

With six seminar break-out groups, Professors Jaime Garcia, Boris Saavedra, Michael Gold-Biss, Luis Bitencourt, Manuel Lora and Herb Huser facilitated a broad range of discussions and exercises. There were 15 "charlas" presented by participants covering many issues of common interest in sessions that took place during lunch breaks. Two Fellows from the United States were among the participants.

Rear Adm. Ernesto Schroth (DPRM 2000, Retired, Peruvian Navy) and Col. Gustavo Rolín (DPRM 2005, Uruguayan Army) attended the SDP program as visiting scholars. During the course Schroth presented aspects of military restructuring in Peru, while Rolín lectured about Uruguay's international peace-keeping operations.



*On March 24, 77 students from Latin America and the Caribbean participating in CHDS' flagship "Strategy and Defense Policy" course heard Peter W. Rodman (top-center), assistant secretary of defense for international security affairs, give the keynote speech at their graduation ceremony, held at the end of the three-week academic marathon.*

The keynote speaker at graduation was the Honorable Peter Rodman, assistant secretary for defense of international security affairs. Rodman, a principal advisor to the Secretary of Defense on the formulation and coordination of international security policy and strategy, with responsibility for East Asia, South Asia, the Middle East and Persian Gulf, Africa, as well as the Western Hemisphere, stressed the importance of fortifying multilateral efforts in fighting the Global War on Terror.

In remarks after the March course, Dr. Thomaz Costa, the SDP director, pointed out that in 2007 CHDS will launch a number of new advanced courses. These programs, to be accredited by the National Defense University,

carry greater requirements on individual evaluation, and will explore in greater depth issues of the security agenda shared by countries of the Western Hemisphere.

### QUOTATION TO REMEMBER

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

— Professor Ismael Idrobo Bonilla  
July 1953 - June 2005

## CHDS ALUMNI ASSOCIATION/ PARAGUAY CHAPTER NEWS

The CHDS Alumni Association/Paraguay Chapter, founded on May 2, 2002, has been since its founding, engaged in a veritable whirlwind of activities promoting healthier civil-military relations and a greater public appreciation of defense and security challenges throughout the region.

The not-for-profit Paraguay Chapter established an ambitious agenda including:

- The promotion of studies and research on themes related to development, security and defense;
- The development of a broad debate about national problems relating to development, security and defense in the context of mutual respect and free expression;
- The diffusion of ideas and principles that contribute to development with security;
- The integration between civilians and the military, and their education on topics related to development and national defense;
- The promotion of exchanges with similar associations, clubs and circles, both nationally and abroad;
- The development of a positive exchange among members of the association for the accomplishment of the Association's objectives; and
- The permanent exchange of ideas and activities with CHDS in Washington.

As part of its activities, the CHDS Alumni Association/Paraguay Chapter has organized several international seminars about security and defense in democratic societies; one international seminar on "Inter-Agency and International



Defense Minister Roberto González Segovia and Gen. (ret.) Ramón Alcides Navarro, president of the CHDS Alumni Association/Paraguay Chapter sign a mutual cooperation agreement last year. (Photo courtesy of ABC Color)

Cooperation in the Fight Against Terrorism and Related Crimes;" a pre-conference on ideas and practices for defense and security for the Paraguayan Congressional defense commissions; and an advanced seminar, together with CHDS, on "Defense Transformation and Policy Formulation," which helped to promote a "defense culture" and the realization within the community of the importance of questions of individual security, liberty, and self-interest.

The number of participants has increased significantly since the Association kicked off its activities. In the first international seminar held in 2003, 89 people attended; last September, 879 participants came to our 5th International Seminar on Security and Defense in Democratic Societies.

The Association has also carried out conferences focused on specific groups, such as university and secondary education professors and students, members of Congress, government officials, provincial non-governmental organizations and military officials. These have helped create room for civil-military relationships of trust in a democratic society.

The themes addressed at these events, because they are so relevant, are of great value to the participants from a wide variety of social sectors. Their interest, in both conferences and workshops, has allowed the Association to fully meet its expectations.

The CHDS Alumni Association/Paraguay Chapter has also celebrated the signing of scientific, academic and cultural cooperation with the National Defense Ministry and with the Metropolitan University of Asunción.

The carrying out of all these efforts has given our Association the possibility of being recognized as an active member of our country's defense community, to be an important source for consultation, and to keep the doors open to those various groups and institutions with whom we work—the Defense Ministry and the Armed Forces; Congress; the universities, as well as with CHDS.

Finally, we can say that there continues to exist a good deal of interest by those who have participated in events held by the Association to continue their relationships with us, as well as a continued interest on the part of institutions and other groups to enter into cooperation agreements with our organization.

**Gen. Alcides Navarro**  
President,  
CHDS AA/Paraguay Chapter



## ALUMNI NOW RECEIVING CHDS LAPEL PIN

At the graduation ceremony of the March 2006 Strategy and Defense Policy course – the largest we have ever had with 77 participants – CHDS inaugurated an important practice: the distribution of the Center's lapel pin to each of the graduates.

This small gesture has a message full of meaning. First, those of us who are members of CHDS are very proud to wear this lapel pin and want to extend it to our alumni as a demonstration of belonging to and sharing CHDS' ideals. The pin is not only a graphic representation of our commitment to important values, but also our determination to advance critical debate on security and defense issues throughout the Hemisphere.

Second, CHDS wants to symbolize that, from the moment it is bestowed, the graduate has become a member of the CHDS Alumni community. The official CHDS course completion certificate documents the course taken. But the pin symbolizes that the alumnus has become part of a larger community.

Finally, with this simple gesture, CHDS wants to remind our alumni that the bond established during their tenure at the Center is to be kept and nurtured through frequent contacts and exchanges.

**Luis Bitencourt**  
CHDS Professor and Alumni Coordinator

## CHDS UNVEILS ALUMNI ASSOCIATIONS HANDBOOK

In response to many requests from our graduates, CHDS is pleased to announce the forthcoming publication of an Alumni Associations Handbook. In a recent survey, conducted among Center alumni, the majority of respondents revealed a high interest in continuing the knowledge-sharing on regional security that began with their participation in CHDS courses. However, they also complained of having some difficulty in maintaining contact with their colleagues and manifested interest in joining into some form of alumni organization capable of nurturing their interest both in regional security knowledge-sharing and in keeping connected with CHDS.

With five very active Alumni Associations in our region – Argentina, Bolivia, Chile, Paraguay and Uruguay – and four other Regional Centers as partners, CHDS decided to draw upon the experience of these Regional Centers and existing associations to create a Handbook that could work as a blueprint for the constitution of other Alumni Associations.

The Handbook is a frank acknowledgement that the CHDS mission puts extraordinary importance on the existence of a robust network throughout the region, capable of ensuring a strong interaction not only between CHDS and its alumni, but also among the alumni themselves. Indeed, CHDS' very ambitious mission does not end with providing education and advancing research on security and defense issues. "Security and Defense" are themes that are constantly changing, and require consistent attention and a multiplicity of perspectives that promote broader and more effective understanding. The Center insists on the promotion of activities that are possible only through the establishment of a permanent and dynamic network throughout the Hemisphere.

After nearly nine years of existence, and about 2,500 alumni distributed in the region, CHDS has concluded that Alumni Associations are the most effective way to mobilize alumni and convey this mission. It also concluded that whereas the existing Alumni Associations were formed thanks to autonomous initiatives – although, of course, fueled by the special relationship created during attendance at CHDS courses and activities – the establishment of new associations is a joint venture and must be nurtured by CHDS.

The Handbook lists different types and levels of relations between the to-be-formed association and CHDS and its respective community. These generic models of what a group of alumni wants to accomplish with an association offer an idea of the difficulties and possible solutions for the establishment of the new organization.

The publication also offers suggestions on how to get started with an association, including the basic necessary documents – adaptable to each bureaucratic reality – and the kind of activities capable of attracting associates. Finally, it underscores the fact that CHDS courses and The Message Board may be useful vehicles to publicize activities of a newborn association and to expand its connections.

By aiming at offering concrete models to facilitate the "nuts-and-bolts" launching of new associations, the Handbook also offers sample statutes of existing Alumni Associations. Of course, legal requirements vary from country to country, but these statutes offer excellent examples of basic documents for the organization.

The Alumni Associations Handbook comes at a good time to fulfill an important gap in the relationship between CHDS and its alumni by offering practical solutions to those interested in organizing Alumni Associations. Perhaps more important, however, will be its role in building a renewed motivation for strengthening the network of existing and ever-growing CHDS alumni within the Hemisphere. The more active, frank and open debate on security and defense issues in this region owes much to our dynamic and energetic alumni and their associations in the Hemisphere. More Alumni Associations in this region would certainly improve the quality of the debate, and it is that process for which the Handbook is designed.



## CHILEAN GRADUATES FROM CHDS AND APCSS JOIN SAME ALUMNI ASSOCIATION

Chile's geography and its regional economic outreach have caused it to be seen as a bridge between the Southern Cone and the Asian Pacific. Of course, its international role is not limited either to economic or commercial realms—it is also based on political considerations, such as a commitment to peace and to international security, which also mean strategic cooperation.

One of the forms in which this cooperation is taking place is Chile's participation in academic integration efforts in the defense and security areas. In recent years, that has meant that both civilians and military officials have attended regional centers specializing in these subjects, such as the Center for Hemispheric Defense Studies and the Asia Pacific Center for Security Studies (APCSS). More than 150 Chilean professionals from various walks of life and professional interests have graduated from these two institutions to date, united by an interest in security and defense themes, and encouraged by the political will of the Chilean government to take an active part in peace-keeping and international security.

Of course, upon graduation it makes sense that the fellows from CHDS and APCSS don't just go their own way, without establishing any institutional relationships—thus denying Chile the benefits of their interaction. Such an attitude would be foolish, given that the threats to security and international peace are global and require unified responses in real time.

The logic of integrating in a single association Chilean alumni from both CHDS and from APCSS does not respond just to the national interest, but also to internal political dynamics, such as promoting a greater and more fluid integration between civilians and the military, particularly because the APCSS graduates are all military officials, and those from CHDS are primarily civilians. Their integration will help to reinforce and to consolidate their position and presence in Chile's national defense community.

*Claudio Leal  
Santiago, Chile  
(DPRM 2000)*



*Rear Adm. (ret.) Ernesto Schroth: "We shortened distances ...for the benefit of hemispheric cooperation and security."*

## CHDS AND CEDEYAC: A GOOD IDEA CONVERTED INTO A LASTING REALITY

At the end of an interesting presentation about "The Press and the Armed Forces," given at CHDS in 2000, two Peruvian participants in the Strategy and Defense Policy (Dirección Estratégica de la Defensa) course approached the speaker to ask how that same talk could be given in their country.

Several months elapsed during which time a study plan was designed with a content similar to that offered at CHDS. When the draft plan was ready, which included agreement on both its content and how it would be offered, a preliminary presentation was made for what was eventually called CEDEYAC (the Strategic Leadership for Defense and Crisis Management/ Curso de Dirección Estratégica para la Defensa y Administración de Crisis).

As director of the Naval Superior War College (ESGN), I gave that talk to several Navy audiences, and also received authorization to offer a chance to participate to several universities and to groups such as Civil Defense and the Peruvian Press Council, all of whom accepted the challenge and offered speakers for the conferences.

It was decided that the course would be offered two times a week, between 6 and 10 p.m., with some Saturday activities interspersed in the agenda, during a period of two and one half months.

At the same time, questions about participation by CHDS were coordinated with the Center. It was agreed that CHDS professors would be present during three periods: at the beginning of the course, for the initial class; during the mid-term period in order to address specific themes, and at the end so that there was CHDS participation in

both the "tabula rasa" exercise and for the closing ceremony.

In 2001, we inaugurated the course in the presence of then CHDS Director, Dr. Margaret Daly Hayes, the chief of naval operations in Peru, and various heads from the participating organizations.

The principal objective of the course was to increase the active participation of civilians in security and national defense issues by means of identifying respective political responsibilities and by understanding the role of each in decision-making and institutional operations of the defense sector in a democratic society.

Specific objectives included arriving at a common idiom between civilians and the military in order to promote national dialogue. In doing so, both found that they were able to objectively analyze defense management issues as well as the development of military and security strategies in the defense sector.

The course also sought to promote civil-military collaboration on defense issues and to create the right forum for the collective discussion about the importance and need for security and national defense, by means of dialogue and group exercises conducted between civilians and their military and police counterparts.

Finally, we included role playing in order to provide participants with a realistic scenario about the development and administration of crisis situations, using the good offices of the Peruvian Naval Tactical Simulator, and adapting its facility for use in this singular game.

The first course was a tremendous success which is repeated now year after year, with more than 300 students completing the plan of study since its inauguration.

On March 28 of this year we kicked off the 10th version of the course. In this event, thanks to available technology, we were able to conduct a video conference led by Dr. Richard Downie, the CHDS director.

From Washington, CEDEYAC participants could be seen and heard, their questions answered fully and in real time and, once again, we had the chance to shorten distances in an academic environment, for the full benefit of hemispheric cooperation and security.

*Rear Admiral Ernesto Schroth  
Peruvian Navy  
(DPRM 2000)*

## REGISTRAR CONFERENCES PROMOTE PROFESSIONALISM AND ENHANCED ADMISSIONS SERVICES

Standardization to promote greater efficiency, and the realization throughout the Department of Defense's academic institutions of the potential for learning from one another, put the CHDS registrar's office at the center of action in early 2006.

Two primary initiatives, in which the CHDS registrar's office played a key role, were held in early February. The first was a Feb 6-8 meeting at which the registrars for the five Regional Centers for Security Studies met as a group for the first time ever. This was followed by a larger conference for Registrars and Admissions Officers from throughout the Department of Defense on Feb 9-10. CHDS was pleased to co-host both events, as well as to successfully coordinate with its regional partners to convene in Washington in order to realize cost savings from having both events in the same locale.

The registrars for the three Regional Centers located at National Defense University on Fort McNair – the Center for Hemispheric Defense Studies (CHDS), the Near East South Asia Center for Strategic Studies (NESAS), and the Africa Center for Strategic Studies (ACSS) – were joined by the registrars from the European Center for Strategic Studies at the Marshall Center (MC) in Garmisch, Germany, and the Asia-Pacific Center for Strategic Studies (APC-SS) in Honolulu, Hawaii, to discuss ways to col-

*(continued on page 9)*

## REGISTRAR CONFERENCES ...

(continued from page 8)

laborate, share best practices, and to understand each other's organizational structure, courses and support requirements. They also discussed ways to standardize terminology and reporting, and how to manage student records more effectively.



Surrounded by Registrars and Admissions officers from the Defense Information School—front row, Mr. Michael Gannon, the Defense Language Institute; Dr. Robert Savukinas, Defense Language Institute, and Tom Van Wagner, Joint Military Intelligence College—Van Beall (center), CHDS Registrar, listens intently to a presentation by Lt. Gen. Michael Dunn, president of the National Defense University.

### Course Accreditation Issues Highlighted

A highly-prized benefit of attending a course at CHDS is an academic transcript. While participants can often receive a transcript for attending a course at CHDS, none of the courses are currently accredited. The three-day meeting concluded valuable discussions with the NDU Provost and Dean of Academic Affairs, Dr. James Keagle, who surveyed NDU's on-going accreditation program and each Regional Center's efforts to begin or expand their accredited course offerings. CHDS plans to offer both its first-ever accredited course and its first-ever on-line course beginning in late July 2006. The meeting ended on a note of great promise and high expectations for closer collaboration in the many administrative areas handled by the registrars of the five Regional Centers.

### Department of Defense Registrars and Admissions Officers begin new "Community of Practice"

The very enriching meeting of the five regional center registrars was followed by an equally successful inaugural meeting of registrars and admissions officers from institutes of higher education from throughout the Department of Defense. The goal was to establish a Community of Practice (CoP) to facilitate a professional exchange of good ideas to be able to adapt to evolving challenges within academia. In fact, the opening speaker and President of the National Defense University, Lt. Gen. Michael Dunn, encouraged the participants to embrace a "zeal to steal" of these good ideas and business practices from one another.

## NOTES FROM THE RED CARPET

### JANUARY

CHDS hosted Peruvian Naval Attaché, ADM Carlos Tejada.

### FEBRUARY

CHDS hosted the Deputy Director for the Northern Command/NORAD Washington D.C. Field Office, Mr. Jan Ithier and the Guatemalan Defense Attaché, Navy Captain Otto Wantland.

### MARCH

CHDS hosted a delegation from the Uruguayan Air Force and Navy Command & Staff Courses and was honored by a visit from the Minister of Defense of Guatemala, BG Francisco Bermudez Amado, who addressed the Center's Strategy and Defense Policy course. CHDS also received Tatiana Londoño of the Colombian Escuela de Guerra (ESDEGUE); Col. Sergio de la Peña, Chief of Political Affairs and MG Mark Volcheff US Northern Command, J5; and, Mexican Naval Attaché, RADM Carlos Quinto.

### APRIL

CHDS met with Dr. Mike Gonzalez and Dr. Loren Cobb, US Southern Command Nation Lab Project, and Mr. Steve Justus, Director of the US Southern Command Washington Field Office and received a delegation from the Office of the Argentine Ministry of Defense lead by Deputy Secretary Gustavo Sibilla.

## ARGENTINE DEFENSE DELEGATION VISITS CHDS

On April 20, a group of senior Argentine Defense Ministry officials visited CHDS to exchange ideas about how to enhance ties with the Center and to meet with experts conducting research and analysis in subjects related to security and defense in the hemisphere. Pictured are, from left to right, Argentine Army Col. Marcelo El Nayar, Office of the Chairman of the Joint Chiefs of Staff; Rear Admiral Guillermo Iglesias, deputy director of the Inter-American Defense College; Marcelo Sersale, Office of the Ministry of Defense; Col. Joe Napoli, commander of the U.S. military group in Buenos Aires; CHDS Director Richard Downie; Lic. Gustavo Sibilla, undersecretary for the institutional strengthening of the Argentine armed forces; Roger Pardo-Maurer, outgoing deputy assistant secretary of defense for Western Hemisphere affairs; Gabriel Gaspar, former Chilean sub-secretary of war, current CHDS visiting scholar, and Santiago's ambassador designate to Colombia; Argentine Navy Captain Julio Graf, CHDS visiting scholar, and Commodore Alfredo Gismond, Argentine Air Force.



Collectively there was a vast wealth of experience among the participants in areas pertinent to the administration of institutes of higher education. This newly-formed CoP will help CHDS develop, among other things, more effective and efficient operating principles and measures for data and knowledge management.

The information gleaned from the two meetings

will greatly enhance CHDS' ability to respond to problems related to enrollment services, but more importantly will support CHDS' role as a leader of defense- and security-related educational opportunities within the hemisphere.

**Van Beall**  
Registrar

## OLE! CHDS ENHANCES OUTREACH WITH MEXICAN MILITARY

CHDS outreach in Mexico was stepped up in early 2006, with several recent, ongoing, and future activities offering the prospect of greater partnership with the U.S.'s southern neighbor.

The Center continues to cooperate with both the Secretariat for National Defense (SEDENA) — which is the Mexican Army and Air Force — and the Mexican Navy, or Marina. Fellows from both SEDENA and the Marina participate in CHDS courses, and the Center is looking forward to academic activities with the corresponding educational institutions of each of the branches of the Mexican armed forces.

Mexican representatives from SEDENA, Marina, and the Secretariat of Foreign Relations

sent observers for the first time to the 217th Meeting of the Permanent Joint Board on Defense United-States-Canada (PJBD), held 7-9 February, at the Washington Navy Yard, with CHDS serving as a facilitator for a discussion among the Mexican observers. PJBD is a US-Canadian defense advisory board, which has opened its meetings to Mexican observation and potential future participation.

Meanwhile, at the Marina's initiative, over the past several months CHDS Director Richard D. Downie, and two CHDS faculty, participated in two seminars on security issues at CESNAV, the Mexican Navy War College. Then, this June, CESNAV and CHDS will co-host a conference at CESNAV, with Canadian participation.

The focus of the conference will be disaster relief, as one component of the Security and Prosperity Partnership of North America (SPP). A

loosely-structured framework intended to enhance cross-border and economic cooperation, SPP was agreed upon a year ago at President Bush's vacation home near Crawford, Texas with President Fox, and then-Canadian Prime Minister Martin. In March 2006, the current Canadian Prime Minister, Stephen Harper, together with Presidents Bush and Fox, reaffirmed in Cancun the tri-lateral commitment to SPP, which is carried out as an inter-agency activity. The June conference will only touch on disaster relief, which is but one component of the on-going, multi-agency endeavor.

Later, in July, CHDS will host a Senior Executive Dialogue in Washington, DC, with senior leaders from the Mexican and Canadian defense, foreign affairs, and legislative sectors and their counterparts in the U.S. discussing a variety of topics of mutual interest.

## ACADEMICS ADVANCE



Craig Deare

As this edition of the Message Board goes to print, the Academic Team remains decisively engaged in the business of educating leaders in the security and defense sectors throughout the region. As I described in the previous edition of the newsletter, we are conducting a variety of activities through which we intend to accomplish that aspect of our mission of helping to "...contribute to a cooperative international security environment and mutual understanding of priority U.S. and regional defense and international security policy issues." As part of that effort, I would like to spend some time describing the thought process behind the modification of our Advanced Policymaking Seminar (APS).

The original intent of the APS was to serve as an annual opportunity to re-connect with our alumni and discuss current matters of interest of security and defense regarding the region. In 2004 and 2005 we conducted APS sessions in Paraguay for the Southern Cone, El Salvador for Central America, and The Bahamas for the Caribbean. (The seminar scheduled in Quito, Ecuador for the Andean Ridge had to be cancelled due to the unsettled political situation immediately prior to the ouster of ex-President Lucio Gutierrez.)

As all our alumni are keenly aware, the resources — in terms of both time and money — we would like to have are simply not available in the amounts required. For that basic reason our ability to continue to offer multiple APS events per sub-region per year had to be modified to a single, region-wide event — the upcoming APS in Miami, Florida from May 16-18. Why Miami? For two fundamental reasons: First, for ease of access in terms of transportation and cost; and second, to provide ease of access to one of our primary stakeholders, the U.S. Southern Command (headquartered in Miami).

A brief discussion on the content for this particular APS that will be held from May 16-18.

The APS title — A Hemispheric Dialogue on U.S. Defense Policy Priorities in the 21st

*"One of our key roles ... is to ensure senior policy makers understand the views and perspectives of the region."*

Century: Transformation, Terrorism, and Stability Operations — indicates quite clearly what we intend to do during this session. Namely, provide a venue in which those U.S. defense policymakers charged with formulating the policies are able to convey, first-hand, both the process by which policies are derived, as well as the substance involved in these key policy topics for the region. We have invited four key policymakers at the Deputy Assistant Secretary level to speak to our alumni, and to answer their questions regarding those policies directly.

Equally importantly, we follow each of these sessions with the signature CHDS methodology ... the facilitated Break Out Group discussion. The primary purpose is not necessarily to clarify and/or explain what may have been presented earlier (although we will certainly do that), but rather to listen to your analysis and assessment of the implications of those policies for the countries in the region. One of our key roles for the Department of Defense is to ensure senior policymakers understand the views and perspectives of the region.

*Craig Deare  
CHDS Dean of Academics*



Gen. Francisco Bermudez

## GUATEMALAN DEFENSE MINISTER FRANCISCO BERMUDEZ TALKS “TRANSFORMATION”

Guatemala’s Defense Minister, *Gen. Francisco Bermudez*, addressed CHDS’ flagship “Strategy and Defense Policy” course on March 14, offering the 77 students from Latin America and the Caribbean his vision of the transformation being undertaken by his country’s military and security forces to meet national, regional and international challenges. Bermudez told the group that education was the key for carrying out the improvements necessary for times of war or peace, and for continued Guatemalan participation in international stability operations.



José Martínez



Gastón Schulmeister



Deborah Salgado



Héctor Vergnaud



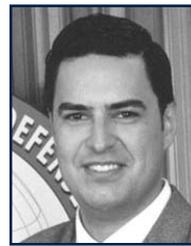
Edgardo Zapata



Armando Alaniz



Fidel Castro de la Cruz



Luís Fucille



Rolando Madrigal

*Armando José Alaniz Noguera* (Nicaragua, SDP 2005) was named in February as an adjunct magistrate with the army’s Military Appeals Tribunal.

*Dagoberto Cabrera Argueta* (El Salvador, Amistad 2005) has been promoted to coronel, with assignment to the armed forces’ inspector general’s office.

*Fidel Leopoldo Castro de la Cruz* (Ecuador, SDP 2006) has been named by Ecuador’s army as its diplomatic delegate at the Inter-American Defense Board and as his country’s military advisor to the Organization of American States.

*Jaime Castro Contreras* (Perú, SED 2005) has helped to create a new Institute for Peace, Security and Democracy (PASEDE), which held a seminar on “National Defense and the Peruvian Political Process: 2006-2011” together with the Alas Peruanas University and the Association of Retired Armed Forces and National Police Officials.

*Luís Alexandre Fucille*, (Brazil, DPRM 1999, APS 2004) defended his doctoral dissertation in political science on “Democracy and the Military Question: The Creation of the Brazilian Defense Ministry,” at the Universidade Estadual de Campinas, and continues to work there and at the Universidade Federal de São Carlos on topics such as “civil-military relations,” “armed forces and the organization of defense,” and “armed forces and politics.”

*Rolando Madrigal Gutiérrez* (Costa Rica, DPRM 2003) has been named Minister-Counselor and Counsel General in his country’s embassy in Washington, D.C. Madrigal is expected to arrive there in late May.

*Amb. César Martínez* (El Salvador, SED 2004) is currently serving as adjunct permanent representative of his country to the United Nations, where he handles all topics relating to international security and disarmament.

*José Luis Martínez* (Uruguay, DPRM 2004) attended a course in Israel sponsored by that country’s foreign ministry for journalists and opinion-makers on the conflict in the Middle East.

*Deborah Salgado Campaña* (Ecuador, DPRM 2001) is now working as acting chief of mission in the Ecuadoran embassy in London.

*Gastón Hernán Schulmeister* (Argentina, DPRM 2004) was awarded a Chevening Fellowship by the U.K.’s Foreign and Commonwealth office and spent January-April studying security reform processes in countries recently emerging from conflict at the Center for International Cooperation and Security (CICS) at the University of Bradford.

*Navy Captain Héctor C. Vergnaud*, former CHDS Visiting Scholar, has been named Argentina’s commander of naval transportation, a multi-disciplinary command including interaction on maritime affairs, sealift and other issues. His new webpage can be viewed at <http://www.ara.mil.ar/Servicios/TransporteNaval/transportes.htm>.

*Col. Edgardo Zapata Lazo* (Perú, ICCT 2005) began the New Year as an advisor to the new commander in chief of the army.

## GOOD NEWS ...BAD NEWS ...

Many of you know one of my favorite phrases is the old “Good News/Bad News” refrain ... and of course, everyone wants the bad news first. Well, in that vein, I regret to inform you that the CHDS faculty has two bits of bad news...to, wit, the departures of Drs. Mary Grizzard and John Fishel.



Mary Grizzard

Mary, one of the true academics here at CHDS, joined us in December 2004. She had spent the major part of her career—15 years—as a tenured professor in the Latin American Institute (LAI)

at the University of New Mexico. With more than 50 publications, including juried books, chapters, and articles, she has also been guest editor of several academic journals. Mary was also an invited guest professor at the Universidad Nacional Autónoma de México in Mexico City for several semesters. As a recipient of many grants, including National Endowment of the Humanities, Tinker, Fulbright, and Mellon, she was awarded a prestigious Foster Fellowship in Arms Control in 1992. She eventually joined the U.S. government, and served as a civilian foreign affairs specialist in the Department of the Army, G-3, International Affairs, Pentagon, for almost eight years, after which she came to us.

What most of you do not know, and could not possibly know unless you had been fortunate enough to sit in her facilitated Break Out Group, speaks to the kind of person Mary Faith happens to be. A scholar, an intellectual, a colleague, to be sure. But most impressive of all was her “calor humano,” as they would say in Spanish, her human warmth. A genuinely and truly kind person, she infused the faculty with a sense of caring and compassion never before experienced at the Center. Her departure will leave a huge void in our midst, and quite frankly, one that cannot be filled. I am confident that we will continue to attract highly qualified individuals to the Center...but it just won't be the same. For you see, there's just something about Mary.

And now, to continue with our movie theme, we go from the beauty to the beast. With

John Fishel's retirement from the Center, an era is coming to a close. For those of you who have been associated with the Center since its inception in 1997, you will recall that John Fishel was one of two original members of the faculty (the other being Dr. Herb Huser, who retired from the faculty in 2002, but has returned to help out on a part-time basis as a contractor). I don't want to say that John is old, but when he received his Ph.D., I was still in junior high!

John's life of public service spans multiple decades as well as agencies. He taught at public universities; served in the United States Army; and spent time as a career civil servant for the Departments of the Army and Defense. He has served as President of the North Central Council of Latin Americanists and the Midwest Association of Latin American Studies. His passion for and gift of writing have resulted in an impressive list of publications, capped by his recent offering, *Uncomfortable Wars Revisited*, co-authored with his good friend Max Manwaring.



John Fishel

John has been the constant, the institutional memory, the continuity upon which the faculty has relied since the beginning. John was there at the start, one of the chosen few who had the

momentous task of operationalizing Secretary of Defense William Perry's vision for the Center. We have always been able to count on his wisdom, experience, and critical thinking to lead us in our efforts to improve and enhance our offerings. I have relied on his counsel for many years now, as both a scholar and a friend. We will miss him greatly.

I would be remiss if I did not also acknowledge the pending departure of our visiting scholar from Argentina, Capitán de Navio Julio Graf. The latest in what is now – most fortunately for CHDS – a long line of outstanding senior officers from the Argentine Navy to have spent a year with the Center, Julio has been an exemplary colleague and professional. Fresh from his year at the Naval War College, and coupled with an extraordinarily impressive operational career, Julio has added a most valuable and current perspective to the faculty

during his time with us. We have benefited from his untiring willingness to lend a hand to whatever task happened to be at hand, most significantly his running of the Tabula Rasa simulation during the Strategy and Defense Policy courses, and facilitating during our annual Amistad course for students from the Inter-American Defense College. There is no doubt in my mind that we will see Julio again ... most likely as an Admiral in his navy, leading it into the future.

...and now the Good News...

Although Mary and John are irreplaceable for who they are and what they have contributed, I must admit that we have managed to attract and retain three additional – I simply cannot bring myself to use the word “new” to describe them – members of the faculty who will greatly add to our breadth and depth.

In chronological order of arrival, we have the good fortune of being joined by Rear Admiral (Retired) Manuel Lora, of the Marina de Guerra del Peru; Dr. David Spencer; and Major General (Retired) John Thompson.



Manuel Lora

Manuel Lora's stay at CHDS is the product of a close and continuous relationship between the Peruvian Naval Attache's office in Washington and the Center. Dating back to the good fortune we had in benefiting from Capitan de Navio Felipe Rojas' tenure with us, until his far too premature and most untimely passing in the Spring of 2003, CHDS has enjoyed the support of the Peruvian Naval Attache's office, in this instance providing us with the experience and skills of Manuel, who most recently obtained his Master of Arts in International Relations from Georgetown University. Manuel served in the Peruvian Navy for 36 years, during which he had a variety of assignments, including naval intelligence director; executive director of

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education; at the inspector general office at U.S. Commander in Chief Atlantic Fleet Norfolk VA; and as a member of the Inter-American Naval Telecommunication Network Secretariat. He has taken courses at the Center for High National Studies in Peru, the Navy War College, and the Naval Surface Warfare Center. At CHDS, Manuel is a facilitator and panelist, and works on course development, and research. His areas of current research interest include international security in South America, defense transformation, stability operations, and new threats.



David Spencer

David Spencer came aboard in January of this year, and has provided a needed boost to our expertise in the fields of insurgency and terrorism. Dave grew up in Latin America, living in Chile, Costa Rica, Colombia, Venezuela, and Guatemala. He spent five years working in El Salvador during the recent civil war, and has spent the last nine years working in a variety of capacities in relation to the conflict in Colombia. Prior to his arrival at the Center he worked for a number of defense think tanks, including the Center for Naval Analyses (CNA) and Science Applications International

Corporation (SAIC). Most recently, he was the Senior Director for Combating Terrorism at Hicks & Associates, where he provided support for a variety of projects for the United States Southern Command.

Last, but most certainly not least, we are blessed with the arrival of John Thompson. If that name sounds familiar to you, it should. In addition to a most impressive conventional career in the United States Army, John served in a number of key positions vis-à-vis Latin America. During the late 80s, John was the Director of Operations of the U.S. Southern Command. During his final tour in the Army he held the dual roles of President of the Inter-American Defense Board and the Director of the Inter-American Defense College. These positions, coupled with an educational background which included graduate studies at the Universidad Nacional Autonoma de México, have contributed to a background of unique insights and understanding of the region in general, and the defense sector and armed forces in particular. John's passion and concern for the region have led him to come to the Center, where he can continue his important contributions to the hemispheric security environment.

*Craig Deare*  
CHDS Dean of Academics



Major General (ret.) John Thompson, one of the newest additions to the CHDS faculty, is a former president of the Inter-American Defense Board and the ex-director of the Inter-American Defense College.

## CHDS VISITING SCHOLARS JANUARY - APRIL 2006

### STRATEGY AND DEFENSE POLICY COURSE



Army Colonel Gustavo Rolin (Uruguay)



Navy Captain Rogelio Fernandez (Perú)



Rear Admiral (ret.) Ernesto Schroth (Perú)

### AMISTAD



Dr. Gabriel Gaspar,  
former sub-secretary of war (Chile)

## REMINISCENCES OF NINE YEARS OF CHDS



*John Fishel*

It was just about nine years ago that a colleague at the Army Command and General Staff College at Fort Leavenworth pointed out a job announcement in the Chronicle of Higher Education for positions at a new center being

created at the National Defense University. I applied and several months later was invited to attend the first annual conference on Education and Defense for Civilians, where the Center for Hemispheric Defense Studies was to be inaugurated. While there, I was interviewed for a position and was later hired.

The new faculty, staff, contracted facilitators, and Director all showed up on January 5, 1998 and were promptly met by a car fire in the parking garage that kept us out of the building for three hours. That was the inauspicious beginning of the great adventure that is CHDS.

I well recall the excitement as we constructed the first Defense Planning and Resource Management (DPRM) course – you can still see much of what we thought was important in the current Strategy and Defense Policy (SDP) course. Our concept was that our Fellows would come from three groups associated with the defense and security sector – 50 percent government civilians, 25 percent non-government civilians, and 25 percent military, a percentage that has remained constant over the years. Some suggested that to meet our charter we not include any military Fellows. But how do you have a civil-military dialogue if there are no military participants?

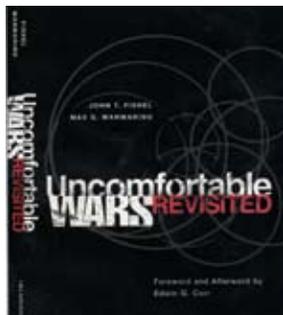
In addition to our basic course, we developed what we called On-Site Seminars (like the very first one in Bolivia, where we initially collaborated with the man who has just become Minister of the Presidency). These have now evolved into Advanced Policymaking Seminars and National Security Planning Workshops. And, of course who can forget what came to be known as our Research and Education in Defense and Security Studies seminar (REDES)? It began as a relatively low-key conference on Education and Defense for Civilians, grew into the Education

and Defense Seminar, and finally into REDES. Expansion of REDES finally reached its limits, and last year we introduced the new concept of Sub-Regional Conferences, with our first being held in Uruguay. During the conference, the Uruguayan deputy secretary of defense gave CHDS an endorsement that clearly captured the “magic” of the Washington seminar experience.

In our relatively short history I have watched the course on Defense Economics and Budgeting come and go and the course called Interagency Coordination and Counter-terrorism become established. As I said, the DPRM has evolved into the SDP, retaining the best elements of the previous course. I have also seen a greater and more systematic effort at undertaking in-region events with an emphasis on the diversity of those events. And, in the last two years, we have undertaken several systematic Center-directed research projects – workshops focused on capacity building for peace-keeping operations with Haiti as the case study, a workshop on the nexus of organized crime and terrorism, and one on the newly elected Bolivian government. We have used our eJournal and this newsletter to publish and publicize the results. In addition, we worked in collaboration with the other Regional Centers on a project addressing countering ideological support to terrorism which will be published as a book by the British publisher, Routledge. I am proud to have been involved with each of these projects.

It has been a good and long run, but now the time has come to retire and I am off to the wilds of Oklahoma. We have a lot of new folks in CHDS that complement the old gang of faculty and staff, and it seems to me that the organization is in good hands. I wish you and all the Fellows the very best. May your new adventures be as exciting and rewarding as the old, but with a faculty and staff large enough to create some reserve capacity. I will be watching with interest from my McClellan cavalry saddle, somewhere in Oklahoma, between Tinker AFB and Fort Sill.

*John T. Fishel*



*John Fishel recently published, together with Max Manwaring, Uncomfortable Wars Revisited.*

## MY MESSAGE TO THE CHDS COMMUNITY



*Mary Grizzard*

CHDS experience has been something different for every one of us — whether we were involved in academics, as fellows, visitors, or in the administration of the institution. It’s been said many times that CHDS is “the best time of

our lives”, as we have heard from many e-mails from former fellows from the Caribbean and Latin America. For all of us, though, as a result of all we have learned from one another in our productive and stimulating discussions, the best years of our lives should lie ahead, because now we really have the ability to shape what kind of life we would like to lead. We won’t all intimately shape the policies of our countries, of course — not all of us want to — but every one of us here has a chance, if we use it right, to be happy and wiser wherever we eventually are.

Remember the advice of Mark Twain: “Never let your schooling interfere with your education.” If you are willing to work at it, you can get a good education just about anywhere. At CHDS we are fortunate to have many excellent, hardworking professors who go far beyond what is required of them. We’ve also received help from many other people: our administrative staff, our neighbors at NDU, government officials from the United States and elsewhere in the hemispheric community. In the end, however, it is our own responsibility how much of an education we have and what we do with it. What matters is that we have learned something about the world around us – whether in school or out – and about how to deal with other people, and that we never become afraid to learn something new.

It seems that people are becoming addicted to getting more information all the time, but the accumulation of information is no substitute for critical thinking. The problem is, it begins to provide its own self-justification. It’s a false supposition that we can endlessly delay having to interpret and judge things by stacking more and more bits of data in front of us.

Understanding information and making decisions using critical thinking requires that one re-

search, access, analyze, evaluate, and then use information. It involves a form of critical thinking that is essential to informed citizenship. It means being aware of the increasingly subtle and invisible methods that are used to promote and sell messages, products, and positions – not just by companies but also by political parties and lobbying and interest groups. It means being aware of the potential for bias and misrepresentation, and making informed choices about where we place our trust.

Adults are in great need of critical awareness, for the media are now central to the political process; and the forthcoming decisions about our nations' security will provide an interesting test of the media's ability to generate informed debate, and of people's ability to think critically.

Through research and healthy debate on important issues, CHDS fellows develop critical thinking skills. These skills have become necessary, not just for active citizenship, but for survival.

Allow me to just leave you with one last thought. "To live is the rarest thing in the world," said Oscar Wilde. "Most people simply exist." Let's be determined to live.

My husband and I have decided to retire, and will move to a beautiful place near St. Johnsbury, Vermont. We both plan to continue writing. In conclusion, my words for you are: Thank you, best wishes for the future, stay in touch, by mail, phone, e-mail, and visits. I hope that your futures are full of happiness and success and I hope to have the honor of working beside you again someday.

All the best,  
**Dr. Mary Grizzard**

## MORE ON THE FACULTY RECOMMENDED READING LIST

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

Want to know what Drs. Gold-Biss, Fishel, Grizzard, Saavedra and the others think are some of the best works they've read recently?

CHDS will be posting their favorites at:

[www.ndu.edu/chds](http://www.ndu.edu/chds)

## WHAT CHDS FACULTY AND STAFF ARE READING ...

### RICHARD D. DOWNIE

- Thomas P.M. Barnett: *Blueprint for Action: A Future Worth Creating*
- John T. Fishel and Max Manwaring: *Uncomfortable Wars Revisited*
- Thomas Friedman: *The World is Flat*

### MARTIN EDWIN ANDERSEN

- Doris Kearns Goodwin: *Team of Rivals: The Political Genius of Abraham Lincoln*
- Allan Pinkerton: *Spy of the Rebellion: A True History of the Spy System of the United States Army during the Late Rebellion*
- Deborah J. Yashar: *Contesting Citizenship in Latin America*

### LUIS BITENCOURT

- Ambassador L. Paul Bremer, *My Year in Iraq*
- Francis Fukuyama, *America at the Crossroads: Democracy, Power, and the Neoconservative Legacy*
- Peter Katzenstein, *The Culture of National*
- Jeffrey Sachs, *The End of Poverty*
- Eduardo Suplicy, *Renda Basica de Cidadania: A Rispost Dada Pelo Vento*

### DENNIS CAFFREY

- Roderic Ai Camp: *Mexico's Military on the Democratic Stage*
- Coronel Alberto Molina Flores: *Democracia y Militares, Crisis y Arbitraje - de Roldos a Palacio*
- S. Frederick Starr (ed.): *Xinjian: China's Muslim Borderland*

### CRAIG DEARE

- Thomas PM Barnett, *The Pentagon's New Map*
- Michael R. Gordon & Bernard E. Trainor, *Cobra II: The Inside Story of the Invasion and Occupation of Iraq*

### JOHN FISHEL

- Roger Bannister, *The Four Minute Mile*
- Ambassador L. Paul Bremer, *My Year in Iraq*
- Stephen Brumwell, *White Devil: A True Story of War, Savagery, and Vengeance in Colonial America*
- Cicero, *The Republic and the Laws*
- Francis Fukuyama, *America at the Crossroads: Democracy, Power, and the Neoconservative Legacy*
- William Easterly, *The White Man's Burden: Why the West's Efforts to Aid the Rest Have*

- Done So Much Ill and So Little Good*
- Virgil, *The Aeneid*

### MICHAEL GOLD-BISS

- Moises Naim, *Illicit: How Smugglers, Traffickers and Copycats are Hijacking the Global Economy*
- Michael R. Gordon & Bernard E. Trainor, *Cobra II: The Inside Story of the Invasion and Occupation of Iraq*

### JULIO GRAF

- CCRP, *The Transformation Collection*
- Jared Diamond, *Guns, Germs and Steel*
- Thomas Friedman, *The World is Flat*

### MARY GRIZZARD

- Graham Allison, *Nuclear Terrorism*
- Robert Pape, *Dying to Win*

### KENNETH LAPLANTE

- Joe Haldeman, *The Forever War*
- Frederick M. Nunn, *The Times of the Generals: Latin American Professional Militarism in World Perspective*

### BORIS SAAVEDRA

- Agustin Blanco Muñoz, *Chavez Me Utilizo*
- Claudio Fermin, *100 Razones para Salir de Chavez*
- Thomas Friedman, *The World is Flat*
- Ines Margarita Guardia Rolando, *Temas de transformación Sociopolitica Estudio de las Relaciones Civiles Militares en Venezuela Desde el Siglo XIX Hasta Nuestros Dias*
- Samuel P. Huntington, *Who Are We? Challenges to America's National Identity*
- Domingo Irwing & Frederique Lange, *Militares y Poder en Venezuela: Ensayos Vinculados con las Relaciones Civiles y Militares*
- Robert D. Kaplan, *Warrior Politics*
- Brigadier General T. R. Phillips, *Roots of Strategy*
- Jeffrey Sachs, *The End of Poverty*
- Michael R. Gordon & Bernard E. Trainor, *Cobra II: The Inside Story of the Invasion and Occupation of Iraq*
- Moises Naim, *Illicit: How Smugglers, Traffickers and Copycats are Hijacking the Global Economy*

### JOHN THOMPSON

- Sean Naylor, *Not a Good Day to Die: The Untold Story of Operation Anaconda*
- Juan Rulfo, *El Llano en Llamas*

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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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## PARDO-MAURER MADE FIRST "HONORARY MEMBER" OF CHDS



Roger Pardo-Maurer (right), the outgoing deputy assistant secretary of defense for Western Hemisphere affairs, was honored as the first "honorary member" of CHDS by Center Director Richard D. Downie on April 20. The certificate reads: "We greatly appreciate your valuable contributions to the Center. Your willingness to share knowledge, expertise and experience has directly and significantly contributed to our success and has greatly benefited our students, faculty and staff." The presentation was made on the day before the closure of "Amistad," a one-week course developed for Inter-American Defense College students designed to help expand their knowledge of defense planning processes and to produce future defense alternatives. Amistad offers advanced concepts and analytical tools for designing defense establishments for the 21st century, by focusing on the adaptation, modernization, and transformation of defense capabilities.

### QUOTATIONS TO REMEMBER

*"The great aim of education is not knowledge but action"*

-- Herbert Spencer, British Philosopher

*"If your boss demands loyalty, give him integrity. But if he demands integrity, give him loyalty"*

-- Col. John Boyd, U.S. AirForce Strategist

*"The true meaning of life is to plant trees, under whose shade you do not expect to sit."*

-- Nelson Henderson (provenance unknown)

## UPCOMING EVENTS

### ADVANCED POLICY MAKING SEMINAR (APS) (IN SPANISH & ENGLISH)

May 16-19, 2006

*Location: Miami, Florida*  
*Sustainment seminar covering policy formulation and defense transformation.*

### INTER-AGENCY COORDINATION AND COUNTER TERRORISM COURSE (ICCT) (IN SPANISH)

June 5-23, 2006

*Location: Washington, DC*  
*Specialized course emphasizing analytical development, policy trends and collaboration.*

### SUB-REGIONAL CONFERENCE (SRC) (IN SPANISH)

June 26-30, 2006

*Location: Mexico City*

### SENIOR EXECUTIVE DIALOGUE (SED) (IN ENGLISH)

July 10-14, 2006

*Location: Washington, DC*  
*Executive-level orientation on U.S. Security/ Defense policy formulation processes.*

## A SPECIAL THANKS TO NDU GRAPHICS

CHDS would like to extend a special thank you to the team at NDU Graphics for their creativity and dedication to making the CHDS newsletter a great success. CHDS works closely with the graphics team to generate ideas and continually improve on and deliver a high-quality product to CHDS audiences. The graphics staff builds and prints each issue of *The Message Board* in English, Spanish and Portuguese, toiling alongside their CHDS colleagues to meet exigent deadlines. The sharp, contemporary look of this issue is due, in no small part, to their hard work and attention. We at CHDS are very appreciative of their contribution and look forward to collaborating on many more outstanding editions.

**STAMP**

**ADDRESS**