



THE MESSAGE BOARD

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News from CHDS and it's Alumni . . . News from CHDS and it's Alumni . . .



CHDS' Director, Dr. Richard D. Downie, briefing at the first Advanced Policymaking Seminar (APS) held in September 2004 in Paraguay.



Ministers of Defense representing 33 countries of the Western Hemisphere at the VI Defense Ministerial of the Americas held in November '04 in Ecuador

CHDS' Dynamic '04 Ending; Off to an Great Start in '05

After becoming Director in March 2004, Dr. Richard Downie and the CHDS staff and faculty conducted an in-depth analysis of the Center's mission and the development of a vision that would guide the future growth of CHDS. The result of this internal CHDS strategic planning effort was an operational concept that focused on establishing and maintaining connections with emerging and senior leaders of defense and security communities of influence in each country of the region.

This shift in focus resulted in the development and implementation of "foundational" and "sustainment" events entailing a range of new activities, and the expansion and realignment of others. These changes were designed to better assist our regional security and defense counterparts in their efforts to meet their security and defense challenges and to enhance the regional cooperation and coordination necessary to address shared threats and concerns in our hemisphere.

As we review the past year, it becomes clear that the Center's emphasis is now on defense reform, transformation, the national security strategy development process, and defense policy analysis and implementation. CHDS conducted a number of activities for the first time in 2004. These "firsts" include: the "Curriculum Design and Instructional Methodologies in Defense and Strategic Studies" course in May; the "Inter Agency Coordination and Counter-Terrorism" course in July; the "National Security Planning Workshop" for the incoming Presidential Administration in Panama in August; also the...

(Continued on page 3. See "Great Start in 2005")

Optimism about Cooperation

At the VI Defense Ministerial of the Americas (VI DMA) held in Quito, Ecuador from November 17-20th, 2004, the Minister of National Defense of Ecuador, Nelson Herrera-Nieto, set the tone in his welcome remarks by stating that "cooperation among nations is the most effective tool to design a new architecture of defense."

The VI DMA aimed at analysis and exchanges to build and maintain stronger relationships among the nations in the region. Its main themes were: Hemispheric Security Architecture, Mutual Trust Measures and Regional Cooperation. Despite criticisms of thematic repetition in areas where consensus already exists, and slow progress moving beyond politics into strategic planning, the VI DMA succeeded in promoting knowledge-sharing collaborations.

CHDS was invited to participate as an observer, and its director, Dr. Richard D. Downie, had the opportunity to meet with the Ministers of Defense to discuss defense and security-related educational projects. Dr. Downie highlighted concerns about 21st century threats, narcoterrorism, and the strong desire among senior leaders throughout the region for expert support in defense and security planning. He was pleased with the outcomes of the many CHDS bilateral meetings that were conducted in three days. According to Dr. Downie, "There is great interest in the region for CHDS programs", citing plans to hold national defense and security planning workshops in seven countries in 2005; with the first one already taking place very successfully in Perú this past January.

At a Glance

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Regional Stakeholders meeting in April to discuss CHDS' new vision and strategy



Honduras Minister of Defense Federico Brevé Travieso addressing the DIM group during graduation ceremony in October 2004

Changes at CHDS

When CHDS was established in 1997, the focus was on raising awareness, promoting dialogue, and the dissemination of ideas to promote trust and mutual understanding. CHDS still provides culturally-sensitive knowledge and access to support U.S. policy-makers, regional stakeholders and opinion-makers. However, to maintain itself as a **center of defense and security leadership and excellence**, and remain responsive to the defense and security needs of the countries in the Western Hemisphere, CHDS has implemented major changes. These changes include:

Strategic focus on national security planning process, defense decision-making and policy formulation, and serving as a forum for open dialogue on regional defense and security.

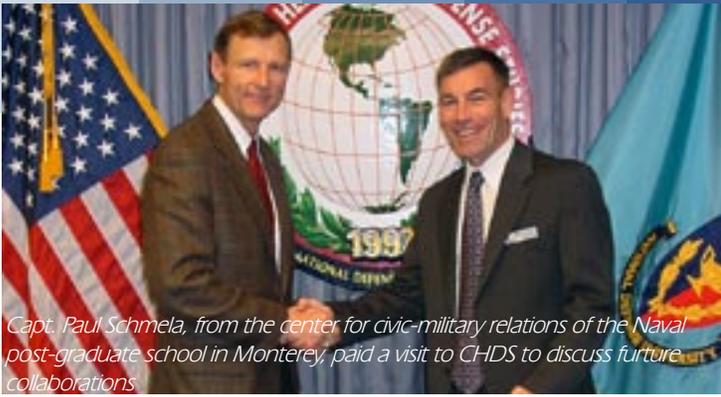
New operational concept that includes senior policymakers, as well as emerging leaders and in-region sustainment activities for alumni

New emphasis on outreach: CHDS has created a Policy, Planning and Outreach section, which together with Academics and Administration are implementing changes in their respective areas to support CHDS' new vision.

CHDS Operational Concept



Besides educating emerging leaders through foundational courses, CHDS seeks to facilitate continuous support to its alumni through in-region sustainment academic and outreach activities



Capt. Paul Schmela, from the center for civic-military relations of the Naval post-graduate school in Monterey, paid a visit to CHDS to discuss future collaborations

“Great Start in ‘05” (continued from p. 1)

...“Advanced Policy Making Seminar in Defense Transformation”—a seminar conducted last September in Paraguay, exclusively for CHDS graduates; and the “Senior Executive Seminar” in December for leaders in Central America.

CHDS has also significantly increased its research activities in areas such as PKO capacity building and counter-terrorism, and has increased as well the number of participants within each course and activity. In all, the Center seeks to be more responsive to the needs of its students by providing greater depth in a wider range of key defense and security issues.

2004 was a year of dynamic transition and change. The variety of new activities at CHDS has inspired great interest in the Center from throughout the Western Hemisphere. We are also off to a great start in 2005. In January, the faculty reviewed and redesigned the curriculum for the Defense Planning and Resource Management course to include significant new material into this survey course. We also successfully conducted a National Security Planning Workshop for the Government of Perú in January and have been asked to carry out this high-level event in several other countries. CHDS is preparing as well for an Advanced Policy-Making Seminar for the Caribbean in the Bahamas on February 22-26th and a Senior Executive Dialogue for the countries in the Caribbean to be conducted in March in Washington D.C. Throughout 2005, the Center will seek to position itself to improve its ability to meet defense and security challenges of countries throughout the region. We ask for your help to ensure we can better meet your needs.



STUDENTS AND ADMINISTRATION...

Mr. Kenneth LaPlante, Dean of Students and Administration, Chief of Staff

Having recently arrived to CHDS, I immediately had my hands full with the numerous personnel and facilities projects started earlier in 2004. Besides upgrading our facility’s appearance—to include among other things a new conference room and new seminar room—our team hired additional faculty and staff. We also upgraded some of our IT equipment, and inaugurated CHDS’ Internet Cybercafe. These projects reflect our continuous effort to accommodate our Center’s expanding role and size, as well as its increasing number of participants. Currently, our major task is to ensure a seamless transition of executive agent from the National Defense University (NDU) to the Defense Security Cooperation Agency (DSCA), scheduled for the Fiscal Year 2006. CHDS will remain part of NDU but it will be resourced by DSCA.



ACADEMIC AFFAIRS...

Dr. Craig Deare, Dean of Academic Affairs

For the CHDS academic team, 2004 was a great year. Not only did we increase the substance and depth of our curriculum, but also the number of participants and activities. To continue to provide leading-edge knowledge relevant to the needs of the Western Hemisphere, we developed and conducted a new course: Inter-agency and Counter-Terrorism course (ICCT). As part of our new strategy to support the professional development of our alumni, we have developed the Advanced Policymaking Seminar (APS) and conducted its first iteration in Paraguay. Finally, to engage senior leaders in the region, we organized the Senior Executive Dialogue (SED), where we invite high-ranking officials from the executive and legislative branches to Washington D.C. to meet and discuss important defense and security issues. We also have engaged in additional research activities, such as the PKO Capacity Building Workshop.



PLANNING AND OUTREACH...

Mr. Dennis F. Caffrey, Chief of Policy, Planning and Outreach

There are many initiatives in place as part of the newly created planning and outreach section. The most important development in 2004 was the National Security Planning Workshop that focuses on the challenges of strategic leadership, especially for senior decision-makers of incoming administrations. Presently, we are working on developing various communications materials, as well as promoting open dialogue in a debate format—called *Face to Face Encounter*—where experts using a point-counterpoint approach provide insight and observations.

CHDS Highlights 2004 (January -April)

Bilingual DPRM course and Distinguished Visitors

For the first time, CHDS held a Defense Planning and Resource Management course in two languages (English and Spanish) from January 26–Feb 13th. The 48 participants represented 26 countries, the most countries ever represented in a CHDS course. On January 16th, Mr. Claudio Ortiz, Senior Advisor to the Minister of Defense of Chile, paid a visit to CHDS. Later on that month, the Minister of Defense of Nicaragua, Dr. Jose A. Guerra-Pastora, also paid a visit to CHDS during the DPRM course. Both were interested in learning first-hand about the programs planned for CHDS in 2004, as well as having the opportunity to exchange ideas and discuss the possibilities of collaboration.



Nicaragua's Minister of Defense, Dr. José A. Guerra-Pastora addresses DPRM participants



Tertulia with Sub-Secretary of War from Chile, Dr. Gabriel Gaspar

Tertulia and Emerging Leaders Seminar

CHDS held a *Tertulia* (an informal discussion on defense and security topics) on February 18th. The guest speaker was the Sub-Secretary of War from Chile, Dr. Gabriel Gaspar, who discussed the Chilean perspective on defense and security challenges in the region. The event was well-attended with over 40 people from the Washington diplomatic community and organizations with interest in the region. CHDS also held its Emerging Leaders Seminar from February 23-27th, with the participation of 25 officials representing military and civilian leaders from Venezuela.

CHDS New Director

On March 23rd, Dr. Richard D. Downie joined CHDS as its new director. Dr. Downie immediately made plans to assess what changes were needed to better serve the needs of the countries in the region. He enthusiastically expressed optimism for teamwork that would focus on developing three areas:

- 1) Support for effective policy-making, decision-making and strategic planning
- 2) Partnerships and open dialog
- 3) Contribution to cooperation in the international security environment.

As part of the process to develop CHDS' strategic plan, Dr. Downie organized meetings with regional and national stakeholders with interest in defense matters in the region, as well as an off-site meeting with the CHDS staff.



Dr. Richard D. Downie addresses faculty and staff for the first time as CHDS Director



CDIM participants on a group exercise

Curriculum Design and Instructional Methodologies course

CHDS conducted for the first time a teaching methodology course with 40 participants from 15 countries in the region. The Curriculum Design and Instructional Methodologies course was held from April 25-May 14th. It was structured to facilitate transformation of curriculum design and teaching practices in defense and security studies, and introduce a variety of instructional methodologies, which are seen as the initial phase of the defense and force transformation process. To rave reviews, the course also provided its participants with tools for curriculum development. Some of the topics were adopting leading-edge technological models of education, as well as the latest developments in adult-learning and teaching methodologies.



Participants of the Amistad Course held in May

Amistad Course

Every year CHDS conducts, in collaboration with the Inter-American Defense College (IADC), a one-week module on mutual understanding of security and defense policy of the U.S. and the countries in the Western Hemisphere. The course—attended by 59 military and civilian officers from 14 countries—was held from May 24-28th and featured presentations by CHDS faculty. The emphasis was on U.S. policy and the analysis of the defense economy and the defense sector to optimize operations in terms of efficiency and effectiveness.

Tertulia and Delegation Visits

On June 3rd, CHDS hosted a second *Tertulia*. The guest Speaker was Colombia's Ambassador to the Organization of American States, Dr. Horacio Serpa Uribe, who discussed Colombia's development and aspects of Plan Colombia. Later on that month, CHDS hosted the Colombian Superior War College, the Armed Forces Staff College of Spain, a delegation from the Naval War College in Uruguay, and a visit of congressmen from Perú.



Tertulia with Dr. Horacio Serpa Uribe, Colombia's Ambassador to the OAS



Dr. Downie addressing participants at ICCT graduation ceremony

New Course: Inter-Institutional Cooperation and CounterTerrorism

In July, CHDS introduced a new course (ICCT) with 43 participants from 14 countries. ICCT examined analytical developments, policy trends and efforts to advance international inter-institutional inter-agency collaborations, with applications to counter-terrorism and its consequences. In this effort, CHDS collaborated with the Organization of American States' CICTE (OAS' Comité Interamericano Contra-Terrorismo). CICTE played a major role in the course design and execution, in addition to sponsoring three participants. CICTE's president, Dr. Elias Bluth, featured as the Distinguished Lecturer, and CICTE's Kevin Newmeier collaborated in the panel on international coordination. A new iteration of the course is programmed for July 2005.

In-Region Seminars: Panama, Colombia, Ecuador

From August 11-13th, CHDS conducted its first National Security Planning Workshop in Panama with 55 participants (31 Panamanians and 24 U.S. government officers). The workshop was designed to prepare the incoming administration of President-elect Martín Torrijos, and was widely held as a very productive outreach event with a follow-up currently under development. CHDS also conducted a seminar, from August 22-27th at Colombia's War College (Escuela de Guerra- ESDEGUE); and from August 18-19th, Dr. Craig A. Deare participated in FLACSO's (Facultad Latinoamericana de Ciencias Sociales) International Seminar on Defense White Papers held in Quito, Ecuador.



Panama's President-Elect, Martín Torrijos at CHDS, National Security Planning Workshop event

CHDS Highlights 2004 (September - December)

New Advanced Policy-making Activities (APS) in Paraguay

To implement its new concept of sustainment (i.e. educational support and opportunities for Alumni), CHDS designed and conducted an advanced seminar on policy formulation and defense transformation. The first APS was held in Paraguay from September 6-10th as a joint collaboration with Paraguay's Minister of Defense, Roberto E. Gonzalez Segovia; Paraguay's commander, General Barreiro; the military groups in the region; and Paraguay's CHDS alumni group. There were 181 participants, representing five countries of the Southern Cone: Argentina, Brazil, Chile, Paraguay and Uruguay. 69 fellows were joined by 12 observers and 100 plenary participants from Paraguay and Brazil.



Dr. Craig A. Deare presenting at CHDS' first Advanced Policy-making Seminar (APS) held in Paraguay.



CHDS' Director, Dr. Richard D. Downie, with Mr. Peter Rodman (ASD) and Mr. Roger Pardo-Mauer (OSD/WHA) at the Regional Education Synchronization Conference

Regional Education Synchronization Conference

On October 5th, CHDS hosted a Regional Education Synchronization Conference to review education policy issues for the Western Hemisphere and to develop actionable items to discuss at the VI DMA, both in support of OSD's goal of "Investing in People." Mr. Roger Pardo-Mauer (DASD/WHA) led the discussions, followed by sessions led by Mr. Michael MacMurray (OSD/WHA-ISA) and a briefing to Mr. Peter Rodman (OSD/ASD). Later that week, CHDS received a visit of the Minister of Defense of Honduras, Federico Brevé Travieso. He met with CHDS' Director to discuss future collaborations, and addressed the graduating class of CHDS' Washington Diplomatic Seminar held from October 4th-8th. Among several items, Mr. Brevé Travieso mentioned the importance of multinational collaborations.

DPRM, Visitors and VI Defense Ministerial of the Americas

CHDS conducted from Oct. 17- Nov 5 its Defense Planning and Resource Management Course (DPRM) with an emphasis on Central America. CHDS also hosted a visit by the Argentine War College on November 9th, and participated as an observer at the VI Defense Ministerial of the Americas (VI DMA) held in Quito, Ecuador from November 17-21, 2004. As a result of the meetings held at the VI DMA, CHDS plans to conduct several in-region seminars and workshops.



Delegation visit to NDU and CHDS of the Argentinian War College



Research Workshop on Capacity Building

SES and PKO Capacity Building Workshop

On Dec 3rd, CHDS conducted a workshop on Capacity Building on Latin America and the Caribbean focussing on the peacekeeping operations in Haiti. Led by Dr. John Fishel, researchers— from ten countries participating in MINUSTAH (UN Stabilization Mission in Haiti)— gathered to report findings and exchange presentations. This will result in a report to OSD in advance of the publication of working papers in a special issue of *Security and Defense Studies Review*, along with books in English, Spanish and Portuguese. The workshop was successful in raising important issues and leveraging diverse strengths and perspectives, all necessary to support multilateral missions.



Rosa Ng Báez (DPRM, Oct 2002) presents CHDS' Director with a portrait for its Latin American art gallery



Dr. Paolo Tripodi (ECON***, July 2002), presenting some projects to Dr. Craig A. Deare, Dean of Academics



Zoila Sánchez (DPRM, Mar 2000) meets with CHDS Director, Dr. Richard D. Downie

- Andrés Soto (DPRM*, Mar 1998), former Vice Minister of Defense of Colombia, now serves as a high-ranking policy consultant within the energy industry, specializing on resource management of energy sources.
- Zoila Sánchez (DPRM*, Mar 2000) visited CHDS on September 30, 2004, to discuss prospects for future CHDS activities in Perú.
- On October 8, 2004, Rosa Ng Baéz (DPRM*, Oct 2002; CDIM** 2004) visited CHDS to discuss possible collaborations. She also presented the CHDS with her two most recent publications: "Voces e Ideas" and "República Dominicana: Reflexiones sobre política exterior, seguridad y defensa"
- Several CHDS alumni participated in the VI DMA in Quito, Ecuador from November 17-21, 2004

* **DPRM** Defense Planning and Resource Management course
 ** **CDIM** Curriculum Design and Instructional Methodologies course
 *** **ECON** Defense Economics and Budgeting course

- Dr. Paolo Tripodi (ECON***, Jul 2002), previously served as the Ethics Fellow at the Center for the Study of Professional Military Ethics at the U.S. Naval Academy in Annapolis, Maryland. He is currently part of the faculty at Marine Corps University in Quantico, Virginia.

Entre Amigos

- With six heart by-passes, Dr. John Fishel successfully finished the New York City Marathon last November.
- Juan Belikow completed his Ph.D. work in August, graduating Magna Cum Laude from the Universidad de Belgrado.
- Dr. Richard D. Downie participated on his second 1/2 Ironman competition in May.



Fishel at NYC Marathon

STATISTICS 2004

Type of Activity	Number of Activites	Total Number of Participants per type of Event
Courses	6	240
Seminars	1	181
Workshops	1	55
Tertulias (Informal Discussions)	3	123
Video Conferences	6	240
Conferences Attended	3	350
Visiting Delegations	25	594



Participants during a group exercise at the National Security planning workshop in Panama, held 11 August 2004

Total Number of people reached through CHDS Activities: 971*

* number does not include media impressions from website, publications, or print media

CHDS Bulletin 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 policy-making to military and civilian leaders in the Western Hemisphere to foster mutual understanding, trust and cooperation.

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CHDS Announcements

ACADEMICS:

Changes in Faculty - Dr. Salvador Raza has left CHDS as a full-time professor to become the Head of the International Relations Department at the Faculdades de Campinas in Sao Paulo, Brazil. He will continue to support CHDS' activities as an adjunct professor.

New faculty members - CHDS is fortunate to welcome two senior scholars to its faculty. Dr. Mary Grizzard from the Army's Department of International Affairs and a former professor at the University of New Mexico, and Dr. Michael Gold-Bliss, from Texas' A&M International University and a former professor at St. Cloud State University, have joined CHDS as faculty members. Also joining CHDS on a temporary basis were CAPT Brian Neunaber, a Naval attack pilot and former Navy liaison to the Spanish fleet, and LTC Brian McNaughton, a political military officer and former Aide to the Commander of Southern Command in Miami. They are both undergoing the military attaché training program en route to Argentina and Brazil respectively.

ADMINISTRATION:

New Executive Agent - The transition from the National Defense University to the Defense Security Cooperation Agency is scheduled for FY'06.

OUTREACH:

New outreach events - CHDS conducted a National Security Planning Workshop in Perú with the Congressional Commission on National Defense and the Ministry of Defense of Perú on January 23-25, 2005. The first *Face to Face Encounter* will take place in early March 2005. The topic of debate is "Should the Armed Forces become involved in addressing the problem of "Maras" (youth gangs) in Central America? "

Upcoming Events

FEBRUARY 22-26, 2005

Advanced Policy Seminar (APS)

Location: Bahamas (in English)
In-Region sustainment seminar on policy formulation and defense transformation specifically for the Caribbean.

MARCH 13-18, 2005

Senior Executive Dialogue (SED)

Location: Washington D.C. (in English)
Exchanges on policy and practices for senior leaders in English-speaking nations of the Caribbean, as well as Belize, Guyana and Suriname.

APRIL 3-23, 2005

Defense Planning and Resource Management (DPRM)

Location: Washington D.C. (in Spanish)
Course designed for the Southern Cone nations with emphasis on defense transformation.

MAY 2-6, 2005

AMISTAD course in collaboration with the Inter-American Defense College

Location: Washington D.C. (in Spanish)

Submissions to E-JOURNAL

The *Security and Defense Studies Review* is currently accepting submissions for 2005 issues. For information or submissions visit

<http://www.ndu.edu/chds/journal/>