



# THE MESSAGE BOARD

NEWS FROM CHDS AND ITS ALUMNI ...

May - August 2007



In early July, the Peruvian Defense Ministry co-hosted, together with the Center for Hemispheric Defense Studies, a Sub-Regional Conference on Defense and Security in Lima, Peru, whose principal theme was transnational challenges in the Andean region. Peruvian Defense Minister Allan Wagner Tizón (above), welcomed the more than 200 participants to the event, which also formed part of the celebration of the 20th anniversary of the founding of the defense ministry.

## PERU'S CEDEYAC TO RECEIVE 1ST CHDS "WILLIAM J. PERRY AWARD FOR EXCELLENCE IN SECURITY AND DEFENSE EDUCATION"

The creators and management of Peru's "Strategic Leadership for Defense and Crisis Management Course" (CEDEYAC/Curso de Dirección Estratégica para la Defensa y Administración de Crisis) will be the first recipients of the new Center for Hemispheric Defense Studies "William J. Perry Award for Excellence in Security and Defense Education," Center Director Richard D. Downie announced in Peru in early June.

The special recognition, named in honor of the former U.S. secretary of defense under whose leadership CHDS was created, will be presented to the Peruvians at a special celebration in Washington on September 17th, 2007, the 10th anniversary of the founding of the Center. "We decided to begin our celebration with what we hope will become an annual tradition of recognizing an individual or an institution in the Western Hemisphere that best exemplifies excellence in security and defense education, which was Dr. Perry's vision for CHDS," Downie noted.

"CEDEYAC and CHDS share the same mission," Downie said. "Create a common language that can be used by civilians and military to stimulate a national dialogue; promote civilian-military

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## INTER-AGENCY COORDINATION AND COMBATING TERRORISM (ICCT) COURSE GOES GLOBAL

By Dr. Michael Gold-Biss

From June 3 to 22, 62 Fellows from around the world took part in the fourth iteration of the Inter-Agency Coordination and Combating Terrorism (ICCT) held at the Center for Hemispheric Defense Studies (CHDS).

Three major clusters of issues were addressed in the course. The first was organized around terrorism and emerging threats; the second international and national coordination, and, finally, the United States strategy and policy in the global war on violent extremism.

Sessions included outside speakers and CHDS faculty, and included Maj. Gen. Glenn F. Spears, the deputy commander of the U.S. Southern Com-

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## THE CHDS BACK SHOP

By *Cindy Bergstrom*

Although their faces are often familiar to students and other visitors to CHDS, they toil behind the scenes to make sure that every event in Washington and in the region is creating a better, and more enjoyable, learning experience than the previous one. Because their efforts are so integral to the best of what CHDS has to offer, we thought our readers would like to know a little bit about them...

**Raul Neine** reigns over all things technological in CHDS, serving as chief technology officer (CTO) and information management officer (IMO). Neine is also the Webmaster, paying agent, and team leader. His job, Raul says, is "not just about technology but also about the people and knowledge of business and processes that enable the administrative and academic components to successfully carry out CHDS' mission."

When not behind the computer screen, Raul can be found on the soccer field, as a coach for his son's team, the Vienna (Va.) Youth Soccer (VYS), or as a player on teams in two leagues, indoor and outdoor. (Never shy, he claims to score at least a hat trick every game.)

Budget Assistant **Mildred Belton** says that she relies mainly on Microsoft Excel to organize her spreadsheets. During her seven years at CHDS, Belton has taken courses and classes to help improve her skill and efficiency on the computer. In her free time, she likes to travel, read, and play cards. She is vice president of her Bid Whist card club.

As a Database Specialist, **Alicia Beall** ensures that the student data is tracked accurately and completely. Beall explained, "I enter applications in the database, and make sure that people are linked to the proper courses or events for tracking. I also enter whether or not they were accepted or attended the course and update it as necessary."

Although **Linda Denning** permanently resides in the mountains of Northern California, she returns to



*Kara O'Ryan and Audete Remos are frequently the first members of the CHDS family visitors meet upon entering the Center. And we are glad about that!*

the East Coast for four and a half months each year to serve as the Student Services/on-site coordinator for CHDS courses. This "California Girl" brings a sunny disposition to her duties, which she points out includes "all the coordination for the students' courses, hotels, transportation, and flights." When Denning returns home she works as a freelance translator and enjoys hiking, fishing, and camping at Lake Tahoe.

**Audete Remos** is a student services assistant and receptionist for CHDS. She enjoys reading, crocheting, and sewing. Her two sons both play soccer at the collegiate level and her teenage daughter loves to dance.



*Mildred Belton*



*Maritza Monteverde, Monica Stapleton, Alicia Torres-Ferrer toasted Tiffany Yuill and all her hard work at her recent farewell party.*

**Alicia Torres-Ferrer** was the third person hired when CHDS was first formed in 1997. As program specialist, she covers details concerning protocol, administration, travel, security, and the all-important databases. Torres-Ferrer received her Masters Degree in Human Resources in 2004 and still has ambitious plans for the future. She would like to travel Europe and work as a professor at a community college.

Though **Kara O'Ryan's** job title might be Executive Support and Database Specialist, she describes it simply as "everything to do with administration." Her work involves the database, alumni, assisting in the Registrar's office, student services, and being a receptionist at the front desk. O'Ryan's favorite part about her job at CHDS is "being in a bilingual environment and working with the students." Outside of all the time that work and three kids require, O'Ryan enjoys reading and paper crafting.

**Maritza Monteverde** acts as the point of contact for CHDS Director Richard Downie, and for agencies outside of the United States in the Western Hemisphere. As Downie's executive assistant, she takes care of

his calendar, including his trips, visits, meetings, and appointments. Monteverde especially enjoys preparing the trip books for Dr. Downie that organize his travel arrangements and itinerary, and provide background information for his upcoming meetings. If Monteverde had to plan a trip of her own, she would choose to go to the beaches of the Caribbean.

As part of the General Support Staff, **Monica Stapleton** explains that her role in the office is to basically "help whoever needs it." Stapleton usually lends a hand to her friend Alicia Torres-Ferrer, who works in the neighboring cubicle. While not working, Stapleton likes to garden and cook.

Before **Tiffany Yuill** left CHDS in June, she worked on Outreach-related projects, including *The Message Board*, the RIO program and alumni events. Yuill is currently living in Reno, Nevada before she moves to Tucson, Arizona in December to begin her studies as a physical therapy assistant. "Physical therapy appeals to me because of the many job opportunities in diverse settings both nationally and internationally and because it will allow me to have a positive impact on the lives of many people on a daily basis," Yuill explained. (Sounds like a logical continuation of her work at CHDS, no?)



*Cyber Guru Raul Neine*

A shy former Marine? **David Smith**, CHDS budget officer, declined to be interviewed for this column but we love him anyway and recognize the tremendous amount of work he contributes to keeping the Center's accounts robust and healthy.



*Carolina Restrepo*

**Carolina Restrepo** recently finished up six excellent years at CHDS as part of the Alumni Affairs team and as a Student Services assistant, developing a close bond with myriad students from around the hemisphere. Carolina was legendary for her special knack for dealing with students' flight changes and delays, and for her irrepressible sense of humor. We wish her the best of luck! *Suerte!*



*Linda Denning*

## AUTHOR! AUTHOR!



**Cindy Bergstrom**, a student at historic Berea College in Kentucky and the author of this edition's "Entre Amigos" column, was one of a number of highly motivated summer hires and interns who blessed CHDS with their intelligence and insights this summer.

To Cindy, summer hires **Brittani Powell** and **Mike Patykula** and interns **Andrew Nelson**, **Jeff Young** and **Wilson Cuevas**, we extend our sincere congratulations and thanks for all your fine work.

## THANK YOU, MR. SECRETARY (A TRIBUTE TO DR. WILLIAM J. PERRY)



As the Center for Hemispheric Defense Studies prepares to celebrate its 10th anniversary on September 17, it is only fitting to acknowledge the vision and the leadership of former U.S. Secretary of Defense William J. Perry in making CHDS a reality.

Given the tremendous progress in civilian defense and security leadership in the region in the past decade, it might be a little hard to remember that during the first Defense Ministerial chaired by Secretary Perry in Williamsburg, Virginia in 1995, civilian and military defense officials from the region were expressing their deep concern over the lack of knowledgeable civilians in the defense and security arenas in their own countries.

Not only had few civilians acquired experience in directing and managing defense and security forces; most of those in defense ministries—when they could be found—wore a "visitor's badge." This ephemeral civilian presence was rooted several decades of authoritarian rule. Military governments had generally seen no need

for civilian officials who would influence the defense and security sector. Accordingly, as civilian professionals had no opportunity to manage the security sector, defense studies were not a priority in academic studies.

Dr. Perry's own example was the antithesis of the experience faced by civilians and the military in many of the countries in our hemisphere. This Ph.D. in mathematics from Pennsylvania State University entered into service as Secretary of Defense with broad national security experience, both in industry and government. He also had a keen understanding of the challenges that needed to be addressed, well versed in both the Pentagon's internal operations and in international security issues.

When the Clinton Administration hosted the first Summit of the Americas in 1994, Secretary Perry recognized an opportunity to promote hemispheric security and convened the first Defense Ministerial the next year. In response to discussions with his regional colleagues in Williamsburg in 1995, at the second Defense Ministerial held at Bariloche, Argentina in 1996, Dr. Perry proposed the creation of a regional educational center tailored to the unique requirements of countries that wished to strengthen civilian defense and security leadership in revitalized democracies.

Secretary Perry's vision came into reality even as he returned to civilian life, having told associates he was frustrated by a Congress whose partisanship was doing harm to the U.S. military—a warning as relevant today as it was then. He left office wearing a crown of accomplishments—ranging from instituting needed acquisition reforms, managing the post-Cold War military drawdown, and improving relationships with the military services, ensuring U.S. military might was effectively deployed in Haiti, Bosnia, Korea and the Persian Gulf, forging strong relationships with defense counterparts overseas, to advancing the Partnership for Peace within NATO.

When Dr. Perry retired in January 1997, General John M. Shalikashvili, chairman of the Joint Chiefs, noted the relationship the civilian secretary had forged with the troops: "Surely, Bill Perry has been the GI's secretary of defense. When asked his greatest accomplishment as secretary, Bill Perry didn't name an operation or a weapons system. He said that his greatest accomplishment was his very strong bond with our men and women in uniform."

CHDS is proud to be part of the Perry legacy, having become—in just a decade—the premier regional forum offering strategic level defense and security education, research and dialogue regarding effective security policy within the hemisphere. Fully three-quarters of CHDS' students are civilians, and the growing community of influence working toward a more cooperative and stable international security environment in the region is testament to just how vital Dr. Perry's vision remains today.

The ancient Greeks used to ask, if man wasn't meant to dream, then what are the heavens for? Thank you, Secretary Perry for making your dream an important and integral reality for the defense and security of our entire region.

*Richard D. Downie*  
Director

## TOP GUN: GENE RENUART MOVES OUT SMARTLY AS SENIOR U.S. DOMESTIC GENERAL; EXTENDS HAND TO MEXICO

*By Martin Edwin Andersen*

It was at the beginning of Operation Desert Storm, and Saddam Hussein's forces were still able to rain Scud terror down on the streets of Tel Aviv, Israel, and the U.S. military barracks in Dhahran, Saudi Arabia. The Commander of the 76th Fighter Squadron, Victor E. "Gene" Renuart Jr., today head of the North American Aerospace Defense Command (NORAD) and the U.S. Northern Command, was sent at the head of a formation of 12 U.S. Air Force A-10 Thunderbolt II's into far western Iraq on a "Scud hunt."

The pack of Warthogs, as the A-10s are commonly known, didn't find any of the missiles (whose military value lay in the ease with which they moved on transporter-erector-launcher vehicles, or TELs) that day, but "we were able to find and attack and destroy Scud-related equipment—refueling trucks, transporter launchers," Renuart (REN'-yoo-ahr) recalled in an interview. "Certainly they were out there for a purpose [and we had to move] pretty effectively before they could continue firing into Israel or Saudi Arabia."

General Chuck Horner, the commander of the 9th Air Force who also led U.S. Central Command Air Forces (the totality of U.S. and allied air assets used during Operations Desert Shield and Desert Storm) colored the room purple the next day in telling his staff how the Warthogs, led by Renuart, had saved their collective "behinds." (In fact, not only did the 174 Warthogs pressed into service by the U.S. Central Command during Desert Storm hunt for Scuds; they also knocked out nearly half of the 1,700 Iraqi tanks that were destroyed from the air, as well as hundreds of self-propelled artillery guns and armored personnel carriers; proved invaluable in search and rescue operations, and demolished Saddam's bridges and roads.)

Renuart remembered that while during his long career he has flown "a lot of memorable combat missions," the combat over Iraq that day was "not only a good mission that had purpose, but also, clearly was recognized by our leadership that the A-10s were making a big contribution."

Knowledgeable observers have noted that the efficient, cheap, durable and safe if ungainly looking air-to-ground fighter that GIs called "the friend of the grunt" had been in the gun sights of a phalanx of brass, enamored with other more sophisticated and vastly more expensive aircraft, though these were less useful in the War on Terror. The mission he flew, Renuart recalled, "really allowed us to demonstrate what the A-10 could do for the effort, not just in close air support, but in a variety of other missions as well."

The story is more than a three-beer tale, the kind veterans justifiably proud of their service use to relive past valor and to regale comrades. Renuart's friends and admirers say that his ability to synthesize and draw attention to what is really important in the Sturm und Drang of battle, in war or in the bureaucracy, are hallmarks of his 36 years of military service. His focus on "jointness" and what that means for those fighting on the ground, or on water, as well as in the air also shows, in the words of one naval analyst familiar with the A-10 debate, "an ability to view the bigger picture—looking out for the interests of the armed forces, not just those of his specific service."



*Leadership, Renuart says, includes being "tough but fair ... approachable and honest, [and] having integrity to do the right thing always."*

### NORTHCOM'S RELATIONSHIP WITH MEXICO: A WORK IN PROGRESS

Since March, Gene Renuart has been the top domestic general in the United States, replacing Adm. Timothy Keating at the helm of the newest combat command with responsibility for NORAD—which protects the airspace over the United States and Canada—and NORTHCOM, the force that protects U.S. territory from inside that territory, both headquartered at Peterson Air Force Base in Colorado Springs, Colo.

NORTHCOM's unique role in defending the homeland extends beyond just military concerns, charged with deterring, preventing and defeating threats and aggression inside its area of coordination, which includes air, land and sea approaches encompassing the continental United States, Alaska, Canada, Mexico, and the surrounding water out to approximately 50 nautical miles. (It does not

include either Hawaii—which is the responsibility of the U.S. Pacific Command—or Puerto Rico and the U.S. Virgin Islands, the responsibility of SOUTHCOM). NORTHCOM's statutory responsibility also puts Renuart at the center of DoD efforts to achieve "jointness," as well as to enhance inter-agency cooperation, with civilian authorities, providing a variety of defense support efforts for state and local elected leadership, including consequence management operations.

Renuart took command at a particularly interesting juncture in U.S.-Mexican relations, as the 2008 national elections in the former have made bilateral ties to the latter a major issue, while Mexican President Calderon's commitment to confront organized crime offers new opportunities for both countries. In a recent interview, held in his office overlooking the fabled Pike's Peak, Renuart expressed optimism that NORTHCOM's role can build a positive dynamic, calling it part of a "pretty complex environment" in which the United States has, in the past, been "strong-willed." As NORTHCOM grows, he said, "having good communication and improved understandings with Mexico helps us to understand, and modify, the peaks and valleys of those relationships; to understand the sensitivities of how long a history the United States has with Mexico, and also to understand how they see themselves, both as they look north towards the U.S. and Canada and as they look south into Central and even South America and what kind of leadership role to play."

NORTHCOM, he added, focuses its relationships with Mexico in two key areas. During the recent North American Leaders summit in Montebello, Canada, on August 20-21, President Bush emphasized that the U.S. and Mexico share joint responsibilities for dealing with the common objective of having less violence on both sides of the border in the fight against transnational organized crime and narcotics trafficking. Mexican President Felipe Calderon has identified the activities of the narco cartels as a threat to Mexico's development and national security, and has committed his government to fighting the cartels and restoring the rule of law throughout Mexico. The Department of Defense and NORTHCOM say they are ready to respond to any Mexican requests for assistance, given that President Calderon has directed his military to assist civilian law enforcement in cracking down on the cartels.

"In our military-to-military relationships we try to take advantage of training programs through programs like International Military Education and Training (IMET) that allow Mexican officers and, hopefully, even NCOs ... to get a better understanding of how we view joint operations, how we view military support to the homeland, and the im-

portance and the threat of transnational organized crime and narcotics trafficking to any government, ours or Mexico's," Renuart said.

The attacks on natural gas pipelines in central Mexico last July 5 and 10, he added, may be a bell-weather of how, "if occurring on a much broader scale, a force like the drug cartels or terrorists can try to hold a nation hostage because of that, then it has clearly a strategic impact ... So we try to build exchanges, training opportunities, cooperation opportunities, discussion forums, to allow us to share ideas with the Mexican military and reach a common ground, a common understanding and a common view of how we can work together.

The second area of NORTHCOM's relationship with the Mexican government is a traditional theater security cooperation role that mirrors that of other combat commands. Renuart noted that the Mexican government is "looking at ways to take advantage of new technologies to support the key centers of gravity that they see in their country. Energy security is a perfect example. [The Mexicans] have offshore drilling areas. When [they], like many other nations, hear al Qaeda say, 'We will attack the energy resources of countries which are sympathetic to the West,' it makes people nervous, because they've demonstrated at least an ability to have an impact there ... [The Mexicans] are looking at ways to modernize their naval components, their air and surface defense of key infrastructure elements--the way they do force protection around critical infrastructure within the country. So there is potentially a traditional foreign military sales, foreign military funding, education, training, theater security cooperation relationship here."

## A STRONG ADVOCATE OF DOD'S REGIONAL CENTERS

Before assuming his current position, Renuart served as the senior military assistant to the Secretary of Defense. As the director of strategic plans and policy for the Joint Staff, he provided strategic direction, policy guidance, and planning focus to develop and execute the National Military Strategy in support of global national security operations, politico-military affairs, international negotiations, and organizational issues through coordination with the combatant commands, the services, the Office of the Secretary of Defense, defense agencies, other government agencies and international organizations.

Less well-known is the fact that Renuart is the son of a Canadian immigrant who grew up in the increasingly bilingual (in Spanish) Miami metropolitan area, or that he is the highest-ranking U.S. graduate of CHDS' sister institution, the Near East South Asia Center for Strategic Studies (NESA). He is a strong advocate of the role played by the Regional Centers, based on some very practical experience, saying that the "interface that can occur



*Following graduation from pilot training in April 1973, Renuart leans on the cockpit of a T-37 at the Laredo AFB in Texas as his wife, Jill, looks on. Although friends remember him as "very driven, very focused" in college, Renuart has commented that he might not have graduated if Jill Renuart hadn't kept him "on the straight and narrow."*

in those centers is valuable beyond what I think we can describe."

"An example: When the tsunami hit in Indonesia, some of the first phone calls that were made at my level, at the three-star and at the four-star levels in the Pacific, were to senior leaders in that region who had been graduates or students at the Asia Pacific Center for Security Studies (APCSS), who had been involved in a series of consequence management planning exercises and who had been trained in how to orchestrate federal response to a large disaster," he recalled. "And so ... you could have instant access to the very senior-most leaders in the countries of Indonesia, Thailand, Malaysia, Sri Lanka, India, you name it, because there was a personal relationship there. And the personal relationship came because they had participated in some of those same programs that our regional centers all over the world provide."

In addition, he said, the Regional Centers offer "the opportunity to have very frank discussions in those classrooms and in those seminars [that] provides the U.S. a better understanding of how we are viewed internationally--and its not very well in a lot of places. I think it's important not only for the countries to express that concern but for us to listen to it. And that helps to shape (our response)."

## THE BACK STORY

As a youth, Renuart attended Christopher Columbus High School in Westchester, Florida, one of the country's top Catholic secondary schools, founded by the Marist Brothers, and wore a shirt and tie every day "much to my chagrin." (He still keeps in

regular contact with one of his teachers there, now the school president, Br. Kevin Handibode.) Renuart describes himself as a "typical Florida kid," one who spent most of his days "marveling at things that flew and things that went on the water."

Renuart's late father, a French Canadian who fought with the U.S. Army during World War II, later owned his own custom cabinet shop. His mother, who just turned 80 years old, now lives in Los Altos, California, and is by all accounts, "pretty feisty." His three sisters and a brother are all younger than he, and family reunions are bi-coastal affairs.

Sports were, and are, very important and his mentors were usually coaches from baseball, basketball or tennis, including the flamboyant participant at Wimbledon in 1954, Beryl Penrose, and Renuart's own dad. In fact, a tennis scholarship brought him to Indiana University, where he graduated in 1971 with a Bachelor of Science degree in production and industrial management. (Brother Kevin had suggested that Renuart might consider going to a technical training school rather than to college. "I was determined to prove him wrong and I did -- barely -- so I remind him of that every once in a while," he recalls, laughing.)

While at Indiana, Renuart got by on athletic scholarships and raced bicycles. (Bloomington, Indiana, where the university is located, is the site of the 1979 film *Breaking Away* starring Dennis Quaid about the Little 500 relay race at the school). More importantly for Renuart, riding on the team allowed Renuart led to meeting his future wife, Jill, whose sorority was cosponsoring a big campus fes-

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## RENUART...

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tival with his Sigma Chi fraternity. By his senior year, they were engaged. Although Scott Woolery, a friend of Renuart's for nearly four decades, remembers the future general as "very driven, very focused" in college, he says that his Sigma Chi pledge brother has commented over the years that, "if he hadn't met Jill, he might not have graduated, that she kept him on the straight and narrow." (In 1975, Renuart went on to earn a Master of Arts degree in psychology, from Alabama's Troy State University.)

Today, the Renuart family includes two sons, both of whom share the couple's passion for public service. The oldest Ryan, 32, graduated from the University of Florida with a degree in landscape architecture. He spent nearly 10 years in the Air Force and the Air Force Reserve, including three combat tours in Afghanistan and Iraq as a combat rescue helicopter gunner. The younger son Andrew, 29, is a former Peace Corp volunteer in Senegal and began his second year of medical school at the University of Pennsylvania this fall, having spent the summer working in a clinic in Thailand.

And what does the top domestic general in the United States have for reading material on the night stand next to his bed, he was asked? Doris Kearns Goodwin's *Team of Rivals*—the Civil War history in which Lincoln's manner of dealing with subordinates, firmly pushing his own policy but in a way that retains collegiality—is no surprise. Renuart himself defines leadership, in part, as being "tough but fair," as "being approachable and honest, [and] having integrity to do the right thing always."

And the general's other literary choice du jour? *Harry Potter* and *the Deathly Hallows*, the final book in J.K. Rowling's recently concluded series.



As a lieutenant colonel during Desert Storm, Renuart (pictured here in Saudi Arabia in December 1990) commanded an A-10 Squadron whose exploits helped prove the worth of the controversial aircraft favored by warfighters on the ground. Admirers say that Renuart has always shown "an ability to view the bigger picture—looking out for the interests of the armed forces, not just those of his specific service."

## NORTHERN COMMAND HOSTS ITS FIRST CHDS SENIOR EXECUTIVE DIALOGUE

General Gene Renuart, Commander of the U.S. Northern Command, welcomed 15 Senior Fellows from Mexico to Colorado Springs and the latest iteration of CHDS's Senior Executive Dialogue. In a lovely casual setting at the Peterson Air Force Base Golf Course clubhouse, Renuart toasted the delegation's arrival at the ice-breaker reception with an ice-cold Corona and warm words of welcome. The next morning, Renuart provided a broad overview of his perspective as the newly installed leader of Northern Command and NORAD, and his staff engaged in direct and candid discussions regarding a broad range of defense and security related issues.

The group departed Colorado that afternoon for the flight to Washington, D.C., arriving Monday evening in order to participate in an action-packed week. Highlights of the intense week-long activity included: a panel composed of expert Latin American and Mexico-watchers Michael Shifter, Armand Peschard Sverdrup, and Andrew Selee; a visit to the Department of State hosted by Assistant Secretary of State Tom Shannon, followed by a wonderful lunch hosted by Mexican Ambassador Arturo Sarukhan at the elegant Mexican Cultural Institute; on Thursday a visit to Capitol Hill where they were hosted by former Members of the U.S. House of Representatives Andy MacGuire (D-N.J.) and Ben Gilman (R-N.Y.), dialogued with Silvestre Reyes (D-Tex.) of the House Armed Services Committee and a member of the U.S.-Mexico Interparliamentary Group, as well as some key staff members, and a visit to the Office of National Drug Control Policy hosted by Deputy Director James F.X. O'Gara. On Friday they went to the Pentagon for discussions with representatives from the Office of the Secretary of Defense and the Joint Staff, after which CHDS Director Dr. Richard Downie hosted a short closing luncheon ceremony at the Army-Navy Club.

—Dr. Craig Deare

## ICCT GOES GLOBAL...

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Command (SOUTHCOM). In addition participants engaged in two exercises, one called "Commando Forces" and the other "Regional Exercise," both of which focused on the need for inter-agency coordination to confront terrorism and emerging threats.

Participants included 20 military and police officers, 33 officials from other government agencies, and nine other civilians, most of who came from Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, El Salvador, Guatemala, Mexico, Nicaragua, Panama, Paraguay, Peru, the United States, Uruguay, and Venezuela. Especially noteworthy was the participation from outside of the Hemisphere—from Spain, Morocco and Equatorial Guinea.

## PERU'S SRC, CEDEYAC...

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tion on security and defense issues, and create the kind of climate that allows for the development of a consensus on those issues."

"We at CHDS have watched with admiration how those involved in CEDEYAC have, during its six years of existence, created new approaches so that security and defense are subjects of importance to Peruvian society as a whole," Downie told a graduating class of 39 CEDEYAC students.

CEDEYAC was created by two CHDS graduates—Admiral Ernesto "Tito" Schroth and journalist Monica Vecco in 2001. Since its founding, CEDEYAC has graduated more than 400 students. The course has been strongly supported by the Peruvian Navy.

Downie was in Lima to attend a Sub-regional Conference, the third such event held by the Center, with this one—co-sponsored by the Peruvian Ministry of Defense as part of the celebration of the 20th anniversary of its founding,—focused on the Irregular Challenges faced by security and defense forces in the Andean region.

CHDS Sub-Regional Conferences are held periodically to discuss issues relevant to the Department of Defense, sister U.S. government agencies, and their partners in each of four sub-regions.

At each Sub-Regional Conference, research papers are offered by scholars from around the hemisphere, which are used to kick off targeted presentations and discussions on relevant themes. Invitees typically include representatives of defense ministries, the armed forces, war colleges, command and staff colleges, civilian universities, non-governmental organizations, and think tanks.

## JARRÍN, VIVES FEATURED SPEAKERS ON DEFENSE REFORM, SUCCESSFUL TIME MANAGEMENT IN COMPLEX ORGANIZATIONS

During a “Face-to-Face” encounter featuring Dr. Oswaldo Jarrín R., held July 20th at the Center for Hemispheric Defense Studies, the new CHDS Defense Ministry Chair, joined with Center Director Richard D. Downie to field a series of questions from the audience emanating from Jarrín’s well-received presentation on defense reform in his native Ecuador. In his talk Jarrín showed how the restructuring of the armed forces depends essentially on ministry capacities and on the adjustment of available resources to the new physiognomy of conflicts. “There is a social demand that relates to both the current situation as well as to future scenarios, and demonstrates how vulnerabilities must be anticipated for by increasing cooperation and, in this way, by strengthening the ability to confront new challenges of the defense and national security,” Jarrín told the group. Members of the audience followed up Jarrín’s speech with a series of penetrating questions about the reform of military laws and regulations that were approved by the Ecuadoran National Congress, as well as asked even more in-depth questions about the politics of national defense in the Andean nation and how the former defense minister was able to produce a viable plan for restructuring the armed forces.

The day before, Capt. Hugo M. Vives, the outgoing CHDS visiting scholar on loan from the Argentine Navy, disserted on “Successful Time Management in Complex Organizations,” a presentation that left a number of audience members scribbling notes to themselves on some of his more pungent observations. According to Vives, “continuing education, sustained by learning and training, requires an investment of time,” and “successful time management is essential in order to make correct decisions.” There is, he added, “a growing tendency to increase the ‘demand’ on time resources in order to administer organizations (necessary time). The ‘supply’ of this resources is at the same time limited (available time).” Vives, who has been at CHDS for just a year, knows from where he speaks, because in that short period of time he has won the affection and respect of the entire CHDS community. Hugo, we wish you the best, because you are the best! *Suerte!!!*



## CHDS HOLDS NATIONAL SECURITY PLANNING WORKSHOP WITH SENIOR OFFICIALS IN DOMINICAN REPUBLIC

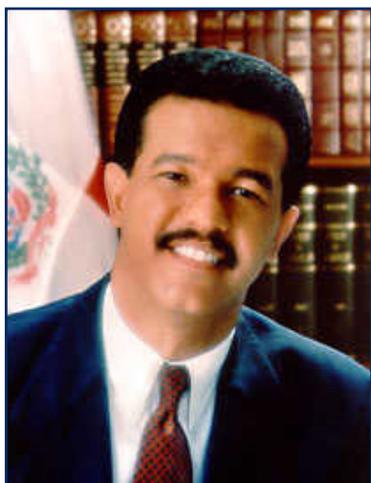
The Center for Hemispheric Defense Studies (CHDS) conducted a three-day National Security Strategy Planning Workshop in Santo Domingo, Dominican Republic, from August 1 through 3 with the participation of nearly three dozen members of the senior leadership of that nation’s government, including that of Dominican President Leonel Fernandez.

An eight-person CHDS team led by Center Director Dr. Richard D. Downie presented a framework for developing a national security strategy and guided intensive small-group discussions that identified components to be contained in a strategy document. In the final phase of the workshop, participants created a timetable for preparation of the final document.

In commenting on the event, Downie highlighted the participation by Fernandez, saying, “We were honored that the president participated in the opening session and by his interest in the workshop’s results.”

Workshop participants included senior officials from the secretaries of Armed Forces, Budget, Civil Defense, Education, Foreign Relations, Migration, and National Police and Interior. Also participating were leaders from the Chamber of Deputies; key officers of the Attorney General’s Office, the National Reform Council, and the National Drug Control Office, as well as staff members of the local U.S. Embassy and Military Assistance Group. CHDS graduate and Vice Minister of Foreign Affairs Alejandra Liriano, who delivered a key presentation for the workshop, expressed satisfaction with the event, judging it an “unprecedented step toward endowing the country with a National Security Strategy.”

Other CHDS team members included Mr. Van Beall, CHDS Registrar; Maj. Gen. (retired) John Thompson, CHDS Operations Chief; Mr. Agustin Rivera, CHDS Operations; and CHDS professors Dr. Luis Bitencourt, Dr. Earl Richard Downes, and Guillermo Pacheco. — *Dr. E. Richard Downes*



*Dominican President  
Leonel Fernandez*

## INTERNATIONAL AND STABILITY OPERATIONS COURSE CONCLUDES IN-RESIDENCE PHASE, ADVANCING TO THE LAST PHASE ON-LINE

As a continuation of a three-week introductory phase conducted on-line, 15 participants of the new CHDS course on International and Stability Operations engaged in an additional three weeks of challenging educational activities conducted at the CHDS, in Washington, DC. There they attended lectures, participated in group discussions, analyzed case-studies, and devoured hundreds of pages of selected reading materials. The course’s inaugural group also had the chance to learn about critical U.S. government organizations related international and stability operations and attended the Center for Strategic and International Studies (CSIS) for a debate on Haiti.

Interestingly, an educational activity that initially was not planned for proved to be highly useful for all participants. During the introductory on-line phase, the students had developed research proposals that were then to be discussed individually with Dr. Luis Bitencourt, the course director.

Instead Bitencourt had each student presenting and arguing for his own case before her/his colleagues. The peer-review activity generated very animated debates and produced invaluable multiple perceptions on the topics addressed. As a result, the students could reshape their respective research proposals drawing upon a rich variety of interesting suggestions. Moreover, this helped all the participants to sharpen their respective visions on key aspects of intervention and stability operations that needed to be considered in their future papers.

After the participants returned to their respective countries, they engaged in the preparation of those papers and in the last round of eight weeks of on-line interaction. The result has been a collection of thoughtful, well-crafted papers. These will certainly be important contributions for the analysis of interventions and stability operations and will likely soon appear in CHDS publications.

## UPCOMING EVENTS

**WOODROW WILSON CENTER SEMINAR**  
*Sept 10, 2007*

**WASHINGTON SECURITY AND DEFENSE WORKSHOP**  
*Sept 10 – 14, 2007*

**CHDS 10TH ANNIVERSARY CELEBRATION**  
*Sept 17, 2007*

**AMISTAD: DEFENSE PLANNING AND FORCE TRANSFORMATION COURSE**  
*Oct 1-5, 2007*

**STRATEGY AND DEFENSE POLICY COURSE**  
*Oct 15 – Nov 2, 2007*

**TERRORISM AND COUNTERINSURGENCY COURSE (TCI)**  
*Oct 15 – Nov 2, 2007*

**SENIOR LEADER SEMINAR**  
*Dec 4 – 7, 2007*

CHDS' *The Message Board* is published by the Planning and Outreach team at CHDS, a regional education center of the U.S. Department of Defense under the administration of the National Defense University (NDU).

CHDS provides strategic level education on international security and defense policymaking to military and civilian leaders in the Western Hemisphere to foster mutual understanding, trust and cooperation.

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## AN APPRECIATION: NATIONAL DEFENSE UNIVERSITY FOUNDATION (NDFU)

The National Defense University Foundation (NDFU) is a nonprofit organization established in 1982 to support and enhance the mission and goals of the National Defense University (NDU). The NDFU brings together dedicated individuals, corporations, organizations, and groups that are committed to advancing America's national security and defense capabilities through the University.

As part of its mission, the NDFU supports numerous multi-cultural, international, and interagency programs, including those of the Center for Hemispheric Defense Studies (CHDS), especially in the multi-cultural and international defense and security arenas.

"The National Defense University Foundation has been an active partner and great supporter of CHDS' efforts in defense and security educational outreach in the Western Hemisphere," noted Center Director Richard D. Downie. "NDFU's support allows CHDS the opportunity to establish new relationships and create lasting friendships throughout the Western Hemisphere.

"CHDS greatly appreciates the continued support of the National Defense University Foundation," Downie added. "As we approach our 10th anniversary, it is only fitting to recognize the myriad contributions made by the Foundation President, Maj. Gen. USAF (Ret.) Charles Link, Chief Operating Officer Bob O'Such, and the rest of the NDFU team to making CHDS the premier defense and security studies center in the region. Thank you."

## CHDS ALUMNI ASSOCIATIONS – THE ADVENTURE CONTINUES

One of the truly unique features of the Center for Hemispheric Defense Studies (CHDS) is the emphasis that we place on our graduates. The relationship with CHDS does not terminate with the graduation ceremony of a particular course; rather the graduation marks the transition from being a student to being a graduate.

CHDS graduates in several countries (Argentina, Bolivia, Chile, Guatemala, Paraguay and Uruguay) have decided to formally constitute themselves in Alumni Associations. In accordance with the laws of each respective country, these graduates have formed Alumni Associations that enable their members to actively remain engaged in a wide variety of activities that relate to security and defense issues, while at the same time, allowing them to strengthen and expand personal relationships with other graduates.

One of the oldest and perhaps most active of these alumni associations is the one in Paraguay. Since its creation in 2002 it has established an enviable record of activities (more than 60 conferences and national/international seminars) and participants (some 4,000). These activities have taken place in the capital city of Asuncion, as well as in more than a score of locations throughout the entire country, giving real meaning to the phrase in the Association's mission statement that, "security and defense are the responsibility of all citizens."

The Paraguayan Association of CHDS Graduates has enjoyed the dynamic leadership of three elected presidents. The first was Zunilda Inés Alfonso González, followed by Major General (R) Ramón Alcides Navarro Bordón, and now the incumbent Roberto Nelson Escobar López. One of their most important achievements has been the establishment of cooperation agreements with such key national institutions as: the Defense, Security and Internal Order Commission of the Chamber of Deputies of the National Congress; the Ministry of Defense; the Institute of Higher Strategic Studies, and the Organization of Retired Officers of the Armed Forces.

We wish all our graduates continued success in all their personal and professional endeavors.

– Dean Dennis Caffrey

## QUOTATION TO REMEMBER

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

– Prof. Ismael Idrobo



RAUL CALVENTE

## In Memoriam

Judge Raul Calvante (Argentina) attended the Strategy and Defense Policies Seminar in October of 2005 and the Interagency Coordination and Counterterrorism Seminar in July of 2007. An inquisitive and gregarious fellow, he was popular among fellows and faculty alike. He will be greatly missed.

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ADDRESS