



THE MESSAGE BOARD

January - April 2007



ENROUTE TO CAMP DAVID, BRAZILIAN PRESIDENT DA SILVA BROWSES *THE MESSAGE BOARD*

Brazilian President Luiz Inácio Lula da Silva, enroute to a meeting with President George W. Bush at the Camp David retreat in rural Maryland, reviews a copy of the most recent version of the CHDS newsletter, which was presented to him by his former military aide and now CHDS Visiting Scholar, Col. Rui Chagas Mesquita. Col. Mesquita, who for four years served as da Silva's executive assistant, is a recent graduate of the CHDS Strategy and Defense Planning course and is one of the newest additions to the CHDS faculty. In the picture above, Mesquita shows President da Silva *The Message Board*, which featured a profile of SOUTHCOM's commander, Navy Adm. James Stavridis.

CHDS is also proud to welcome Professor Carlos Ospina Ovalle, the former commander of the Colombian military and the first person to occupy the new Center academic chair for Chiefs of the Armed Forces, and General (Ret) Oswaldo Jarrín Roman, the former minister of defense of Ecuador, who has joined our faculty as the first person to occupy the new Minister of Defense Chair (see page 10-11).

The CHDS e-journal, *Security and Defense Studies Review*, is now accepting submissions for the December, 2007 issue and all 2008 issues. Please submit your manuscripts, commentaries, or reviews as indicated in the Submissions paragraphs on the e-journal website: <http://www.ndu.edu/chds/journal/index.htm>.

EL SALVADOR INAUGURATES CHDS IRREGULAR CHALLENGES WORKSHOP

By Dr. David Spencer

From February 13 to 15, CHDS inaugurated a new seminar program in El Salvador called an Irregular Challenges Workshop, as part of a Department of Defense effort to better engage countries around the world on counter terrorism. The initiative was the idea of Deputy Assistant Secretary of Defense for Special Operations and Low Intensity Conflict Mario Mancuso.

While the United States is relatively new in this area, many countries around the world have extensive experience fighting insurgency, terrorism, organized crime and other irregular enemies in their own countries. These experiences can be valuable to the United States as it works to find

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During 17 and 18 March, three CHDS faculty members went camping with a Boy Scout troop that was earning the York Council Gettysburg Battlefield Patch. The program consists of five events involving hiking through the historic Civil War battlefield, a tour of the Visitor's Center, historical Gettysburg, and the Eisenhower farm. The trip was organized by **James Zackrison**, Assistant Scoutmaster in Troop 895 of Falls Church, Virginia; **David Spencer**, Assistant Scoutmaster of Troop 6 of Silver Spring, Maryland, attended with his son Robert; General **Carlos Ospina**, a former Scout and Scouter (the nickname for adult Scout leaders) in Colombia, was a guest of Troop 895.

"It was fascinating to watch the General view the battlefield. I could tell he was measuring distances, looking at troop placement, acting as a commanding officer viewing his army," said Wade Ballou, the fourth Assistant Scoutmaster in attendance.



Mr. Scoutmaster: Gen. Carlos Ospina surveys another battleground for freedom--Gettysburg, Pennsylvania.

"I was impressed," said Bobby Kania, the senior patrol leader, "he kept up with us even through the deep snow. Not bad for an old guy. I don't think he enjoyed the cold very much, though." (No disrespect, Carlos, "old guy" is how all Scouts refer to Scouters when they think no one is listening.)

The Scouts did not complete all the requirements, and a second trip is planned for the 9-mile "Billy Yank" hike, sometime in August. The patch will be awarded to all who completed the requirements – including the doughty Ospina, of course – at the Fall Court of Honor in September.



"Iron Man" Henry Tweddle proudly displays his heir, Connor, while the new mother, Nicole, looks on.

In the 1970s, poultry magnate Frank Perdue made advertising history with his catchy slogan "It takes a tough man to make a tender chicken." With that in mind, how should we cast the exciting news that on March 22, CHDS Assistant Registrar "Iron Man" **Henry Tweddle**, took a breather from his triathlon feats to become the very proud father of his new son, Connor, who entered the world weighing in at 9.5 pounds and measuring 22 inches? Iron Man Jr. and his mom Nicole, are doing well, although "Papa" Tweddle has been seen around CHDS looking a wee bit tired. ¿Te parece?

Luis Bitencourt, CHDS profesor and alumni affaire coordinator, reports that a chapter on Brazilian leadership in hemispheric security, "Seguridad en el Nuevo Mundo: Brasil y el dilema del liderazgo mundial" has been published in the book *La Seguridad desde las Dos Orillas: un Debate entre Europa y LatinoAmerica* recently released by the Spanish Edicions Bellaterra, S.L. A copy is being donated to the NDU library.

Claudia Provitina-Prieto, a contractor who provided excellent support to CHDS, has left the Center to pursue other opportunities. Best of luck, Claudia. And thanks!

In March, a Middle Atlantic Council of Latin American Studies panel on "Historical and Contemporary Security and Defense Challenges in Latin America" was chaired by CHDS Professor **Michael Gold-Biss**. Other Center faculty members presenting papers at the conference, appropriately enough held in Reading, Pennsylvania, were **Dr. Richard Downes**, who spoke on Confidence Building Mechanisms: Advantages, Limitations, Alternatives; Gen. (ret.) **Boris O. Saavedra**, who disserted on "Radical Populism in Latin America and its Implications in the Military Capability of the Nation," and Prof. James Zackrison, who offered a scintillating look at an XVIII century manifestation of a current problem: the "Apostolado de Penonomé: An Early Example of Transnational Organized Crime."

The enterprising Zackrison also published a spin-off of that paper in the most recent edition of *Foreign Affairs en Español*, which is dedicated to the topic: "Latin America: crime without punishment." *Un golazo!!!*

CHDS professors **Guillermo Pacheco Gaitán** and **Jaime García Covarrubias** have contributions on "Defense Ministries' Role in State Modernization" and "Advances in the Defense Sector," respectively, in the new *Comparative Atlas on Defense in Latin America, 2007 (Atlas Comparativo de Defensa en America Latina, 2007)* published by RESDAL (Red de Seguridad y Defensa de América Latina), a network of civilian think tanks and NGOs working in civil-military relations in Peru, Brazil, Guatemala, the Dominican Republic, Uruguay and Argentina.

In April **Martin Edwin "Mick" Andersen**, CHDS strategic communications chief and adjunct professor, traveled to Boise and to San Francisco at the invitation of the American Committees on Foreign Relations (ACFR) to give a talk on "Latin America's Shift to the Left: Pantomime, Magical Realism or Something More?" Both ACFR chapters reported Andersen scored big points with their audiences, whose members ranged from conservative to liberal. While he was in San Francisco,

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Andersen was also invited by the prestigious Hoover Institution on War, Revolution and Peace at Stanford University to donate his collection of papers covering his work as a foreign correspondent and historian in Latin America, as well as his times as a “good government” activist in the United States.



Martin “Mick” Andersen scored points with talks on Latin America’s shift to the Left.

CHDS’ 10TH ANNIVERSARY: A TIME FOR REFLECTION

We at CHDS are very proud that on September 17th we will celebrate our 10th anniversary. We are planning a series of events around that date to highlight how far we’ve come, and to engage in strategic planning regarding where we need to go. Although some of what we have planned is typical of commemorative events—we are not going to forget to enjoy the moment!

When CHDS was founded, civilian expertise in defense and security affairs in many of the countries of the region was extremely thin. So for 10 years, much of what we have focused on has been what we now call foundational educational outreach. These three-week Washington resident courses, still the bedrock of our offering to the region, have promoted the education of literally thousands of civilians both in government and outside.

For many of our students, that course was their first in-depth exchange of experiences and ideas on issues such as policy and defense strategy, interagency coordination, counterterrorism and stability operations, defense economics, and security and defense curricular design.

All of us here at CHDS were particularly gratified in April when we received the following message from a student who attended a course here that month. He wrote: “Upon reflection, the (CHDS) Strategy and Defense Policy course was the best personal and professional experience that I have had in my life.”

As we toast our 10 year anniversary, I also want to underscore that we have gradually added two new levels of both resident and in-region interaction—sustainment and strategic interaction activities at the senior executive level—on the broad shoulders of our foundational offerings.

Our sustainment activities are those that reunite alumni, associates, and other professionals, either in regional conferences for Central America, South America, or the English-speaking Caribbean or in advanced thematic seminars held several times a year in a specific country or with experts from across the region.

CHDS also now holds various senior executive events, such as the sponsoring of one-week visits of military leaders, decision-makers, legislators, and other high rank government advisors to Washington to dialogue with counterparts in the United States Government, including on Capitol Hill.

The Center is also providing workshops, at the request of host countries, on methodological development in national security planning, and on issues such as civil-military relations in democracy, military transformation, irregular challenges, and counterterrorism, stability operations, and other significant themes corresponding to the research program carried on by CHDS’ faculty.

Neither the sustainment nor the strategic interaction offerings would have been possible without a focus on our foundational core. It gives us enormous pleasure to be able to grow our activities as our alumni move up the ranks to greater responsibilities both inside and outside of government.

While we plan to maintain and strengthen our foundational events, the growing community of future and current leaders and decision-makers with whom we have had the privilege to interact both here in Washington and in the region means that we also are now widening our focus.

Not only are we expanding in staff size and available resources; CHDS has taken its place as the venue of choice in a broad range of security cooperation executive education initiatives and capacity building in the region. As we have grown, so too have the requests from the hemisphere asking for our partnership in a variety of exciting new initiatives.

So September will be a time for reflection, but also a moment to contemplate the best path to take to maintain and enhance the professional and personal relationships that have been the region’s gift to our faculty and staff. We look forward to hearing from you as we take measure both of where we have been and how best we can serve in the future.



Richard D. Downie
Director

CHDS REGIONAL CENTER PARTNERS

AFRICA CENTER FOR STRATEGIC STUDIES

National Defense University
300 5th Avenue, Building 62
Fort McNair
Washington, DC 20319-5066
Phone: (202) 685-7300
Fax: (202) 685-3210
Web site: www.africacenter.org

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Honolulu, Hawaii 96815
Phone: (808) 971-8900
Fax: (808) 971-8999
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Gernackerstrasse 2
82467 Garmisch-Partenkirchen
Deutschland
Phone: (within Germany) (08821) 750-2469
Phone (International) (49-8821) 750-2469
DSN: 314-440-2469
Fax: 08821-750-2452
Web site: www.marshallcenter.org

NEAR EAST SOUTH ASIA CENTER FOR STRATEGIC STUDIES

National Defense University
Suite 4308
US Coast Guard HQ Building
2100 2nd Street, SW
Washington, DC 20593
Phone: (202) 685-4131
Fax: (202) 685-4997
Web site: www.ndu.edu/nesa

EL SALVADOR WORKSHOP ...

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the right solutions for the wars in Iraq, Afghanistan and the global war on violent extremism.

The United States has realized the importance of coalition partners in this struggle. Furthermore, it recognizes that many countries around the world do not feel they are part of this effort. This is because of the emphasis in the United States on Islamic terrorism, which is not a current threat to many nations, including almost all of the countries in the Western Hemisphere. Furthermore, many countries in Latin America fail to see how the irregular challenges they face—drug trafficking, organized crime and illegal immigration among others—are linked to the global war on violent extremism.

The Irregular Challenges Workshops were designed to help bridge that gap by establishing a dialogue with host Latin American nations.

The workshop was divided into three segments: a day to discuss current irregular challenges, a day to discuss the host nation's experience in counter-insurgency/counter-terrorism, and a final day to discuss U.S. policy and experience as well as to develop recommendations on areas for future increased cooperation between the United States and the host nation.

Mancuso inaugurated the workshop. His presentation set the tone of the event, discussing the need for coalition partners, for listening to our allies, and how combating terrorism involves far more than just military force. He also thanked El Salvador for their important contribution in Iraq.

The current problems of El Salvador were discussed: political polarization, gangs or "maras," organized crime, and illegal immigration among others. Discussion of the lessons of the previous civil war followed, particularly about the lessons learned from that conflict that can be applied to current challenges.

Finally, presentations on the third day focused on U.S. counter-terrorism policy, the evolution of modern day terrorism and insurgency, U.S. efforts to assist the Philippine government against Abu Sayaf, and the U.S. assisted effort to fight terrorism in Colombia. In the breakout groups recommendations were developed for the United States on the basis of the first two days and the discussions on the third.

The segment on U.S. policy and experience was left until the end to dedicate the first two days to listening to host nation representatives to better understand their perspectives and interests. In this spirit the workshop and its program in El Salvador were developed in close coordination with the Salvadoran Center for High Strategic Studies or CAEE (Centro de Altos Estudios Estratégicos).



Salvadoran Minister of Security René Figueroa addresses the Irregular Challenges Workshop co-sponsored with the Center for High Strategic Studies (CAEE) in San Salvador.

The CAEE director, General Omar Vaquerano, and his staff played a key role in terms of picking the venue, identifying the appropriate host nation speakers, and inviting the appropriate audience. The success of the workshop in El Salvador was possible in large measure due to CAEE's outstanding efforts.

In the closing ceremony each breakout group presented these conclusions to the Minister of Defense Gen. Otto Romero and the United States Ambassador Charles Glazer. Many of the participants expressed their great satisfaction with the format and content of the workshop. CHDS now plans to conduct further Irregular Challenges Workshops throughout the region.

CHDS JOINS WITH BOLIVIAN MINISTRY OF DEFENSE TO CONDUCT PLANNING SYMPOSIUM

By Dr. E. Richard Downes

In response to an invitation from the Bolivian Ministry of Defense, the Center for Hemispheric Defense Studies (CHDS) carried out a "Defense and Security Symposium" in La Paz on January 23-25 involving nearly 40 Bolivian civilian and military experts from key Bolivian government agencies.

The symposium featured opening presentations by Bolivian experts on the main challenges for Bolivian security, by a U.S. expert on global terrorist threats, and by the Director of CHDS, Dr. Richard D. Downie, on a planning methodology to address national security requirements. These served as the basis for three days of intense discussions in working groups that developed recommendations for Bolivia's highest defense and security priorities. Supplementing the symposium was a CHDS-sponsored social gathering of Bolivians who have graduated from CHDS since its founding in 1997.

Downie, who led the six-person CHDS team that conducted the event in conjunction with the Bolivian Ministry of Defense, expressed a high level of satisfac-

tion with the event's results. "We were honored to work side by side with some of Bolivia's best technical experts to share ideas on how to identify and plan for Bolivia's most important defense and security challenges." He noted that the symposium's results showed that an objective-based planning process can develop a consensus on where to place a nation's resources based upon its own definition of defense and security needs.

Members of the Bolivian Congress and senior officers from its Army, Navy, Air Force, and National Police participated in the discussions, as well as researchers from the Bolivia's Observatorio Democracia y Seguridad, an affiliate of the Universidad de la Cordillera dedicated to advancing domestic debate on Bolivia's defense and security needs.

The closing ceremony featured remarks by Bolivia's Minister of Defense, Walker San Miguel, who thanked CHDS and the U.S. Military Group, La Paz, for supporting the symposium. He also stressed Bolivia's continuing commitment to contributing to hemispheric security in accordance with its own possibilities and noted that such events also allowed for the establishment of trust among the parties involved.



Work Group Dialogue: Dr. David Spencer, assistant professor of national security studies at CHDS, listens to a contribution raised by a members of his work group during CHDS's recent symposium on defense planning in La Paz, Bolivia.

THE COMBATING TERRORISM FELLOWSHIP PROGRAM

The 21st century has witnessed the emergence of terrorist threats unprecedented in their global reach, distributed nature, and willingness to target civilian populations of any creed. Using modern communication tools and media, terrorist organizations pose a grave and continuing threat to peace and stability across the globe. Countering these terrorist threats requires a level of cooperation between countries and their respective security officials never before imagined. Such cooperation cannot occur without a concerted effort by nations to bring their security officials together to develop relationships and build a network that will enable them to coordinate and act quickly and effectively with partners and allies to counter emerging threats.

The Combating Terrorism (CT) Fellowship Program is a U.S. Department of Defense (DoD) program specifically designed to help reinforce the combating terrorism capabilities of partner nations, as well as build and strengthen the global network of combating terrorism experts and practitioners who are committed to fighting this threat.

Administered by the Office of the Secretary of Defense, the CT Fellowship Program ("CTFP") has provided combating terrorism education to well over five thousand security personnel from approximately one hundred and forty countries. Education funded by the Fellowship is focused on non-U.S. mid- to senior-level officials who are in key positions within their nation's combating terrorism or security organizations. Those military officials, ministry of defense civilians, and other security officials who complete CTFP-funded education and training are expected to have a positive impact on their country's combating terrorism capabilities throughout their career. Many CTFP graduates of invitational and other individual training and education have played key roles in their country's combating terrorism efforts, such as working in a National CT Center, developing CT policy and doctrine for their country's security forces, or commanding national counterterrorism assets.

Combating Terrorism Fellowships offer a variety of education resources that are designed and targeted to achieve the goals of both our partner nations and the DoD, such as: Masters Degree-producing education at the National Defense University (Washington, DC) and the

Naval Postgraduate School (Monterey, California); individual US-based training at DoD schools, mobile education and training events, and comprehensive programs with regional and global application at the five DoD Regional Centers, including the Center for Hemispheric Defense Studies.

Mobile education and training events can be particularly useful as they can be tailored to address specific regional threats and challenges. Providers for such events include the Center for Civil Military Relations (CCMR), the Defense Institute of International Legal Studies (DI-ILS), the United States Coast Guard (USCG), and the Defense Institute for Medical Operations (DIMO). Programs from these providers can range from the legal aspects of combating terrorism to disaster planning and management to maritime/port anti-terrorism strategy.

CT Fellowships can also fund less standard training events, such as investigative training from the U.S. Federal Bureau of Investigation (FBI). Often, the students who participate in these local or regional events find themselves working together again in a real world situation. For example, CHDS will host an event in December 2007 in Trinidad to review the security successes of the recently-conducted World Cricket Championship held throughout the Caribbean. Another example was where participants of the medical disaster planning mobile training event (provided by DIMO) held in Jordan in September 2005 relied on their training and education to respond to the horrible November 2005 hotel bombings in Amman.

Each of the five DoD Regional Centers has a flagship combating terrorism program funded from Fellowship funds, such as the Inter-agency Coordination and Combating Terrorism (ICCT) course executed by the Center for Hemispheric Defense Studies. These Regional Center programs are particularly useful in maintaining a global combating terrorism network since they bring together officials from many different countries to learn about and discuss combating terrorism issues from their country's point of view. The Regional Centers also host innovative events, like the Terrorism and Counterinsurgency (TCI) course exclusively available to CHDS graduates. The first iteration of this important new training venue will occur in October 2007.

The Security Assistance Office (SAO) in the United States Embassy in your country is the

initial gateway to the Combating Terrorism Fellowship Program. Officers and officials wishing to participate in the types of programs mentioned here should utilize their country's procedures to contact the American Embassy's Security Assistance Officer, or the Office of Defense Cooperation, to learn more about the opportunities available to them as well as the requirements for participation in these valuable programs.

For further information, please visit:

www.dod.mil/policy/sections/policy_offices/gsa/ctfp/index.html

LAPLANTE LEADS ANTI-TERRORISM SEOUL MATES FROM HEMISPHERE



CHDS Deputy Director Ken LaPlante attended the 5th Multi-National Planners Conference (MPC V) in Seoul, South Korea on March, where he served as the break out group facilitator for the 14 Western Hemisphere nations attending the global anti-terrorism conference. Some 130 nations sent their senior military and civilian counter-terrorism planners to discuss topics of mutual interest and concern and to share lessons learned. The Western Hemisphere delegations were able to present their perspective, in context to the regional threats, and to reinforce the collective anti-terrorism stance subscribed to by the 34-member Organization of American States (OAS), which has already been ratified by 22 of the member nations. CHDS began its facilitation role with this conference in 2005.

QUOTATIONS TO REMEMBER

"The more freedom we enjoy, the greater the responsibility we bear, toward others as well as ourselves."

-- Oscar Arias Sánchez

"A people that values its privileges above its principles soon loses both."

-- Dwight D. Eisenhower

"Human kindness has never weakened the stamina or softened the fiber of a free people. A nation does not have to be cruel to be tough."

-- Franklin D. Roosevelt

STEVE JOHNSON, DoD DEPUTY ASSISTANT SECRETARY FOR WESTERN HEMISPHERE AFFAIRS, FINDS REASONS TO BE UPBEAT ON REGIONAL COOPERATION

By Martin Edwin Andersen

For a former Air Force pilot his friends affectionately call “the Red Baron,” Stephen C. Johnson, the new deputy assistant secretary of defense for Western Hemisphere Affairs, the journey that took him to his current post, responsible for shaping and implementing U.S. military and security policy in the region, was more of a zigzag pattern than a straight line. And, to hear Johnson tell it, he enjoyed every stop along the way.

“I’ve liked every job that I ever had,” he said in a recent interview in his office along the D-Ring of the Pentagon, flashing the self-effacing wit that colleagues say keeps them laughing. “Maybe I should have been more discriminating. I would have been more successful, if I had been able to focus, but I found things to enjoy in just about everything I did.” And, according to his long-time friends and former employers, he did them pretty well.

Johnson came to the Pentagon after serving for nearly eight years as foreign policy analyst for Latin America at the Washington-based Heritage Foundation, where he gained a reputation for his prolific production of policy studies ranging from trade and energy to political liberties and security; the organizing of international conferences, and myriad public speaking engagements. His opinion page commentaries appeared in a wide range of media, and Johnson was also a featured guest on *CNN*, *MSNBC*, *National Public Radio*, *Univision*, *Telemundo*, the *BBC* and *Voice of America*.

“Steve put Heritage on the map as a place to look to and a place to meet,” recalled Helle Dale, director of the think tank’s Douglas and Sarah Allison Center for Foreign Policy Studies. “He was an important voice on the democracy deficit that was developing in the region.” Dale credits Johnson’s success to his low-key, high-energy approach, an enviable Rolodex peopled by those who count from the region and in Washington, and a “varied and comprehensive background” in Latin America and in the U.S. government.

“Steve is one of the most decent guys I ever met, personally and professionally,” avers former U.S. Ambassador to Honduras Crescencio Arcos, whose friendship with Johnson goes back more than a quarter century. “He has a tremendous amount of integrity.”

The new deputy assistant secretary, adds retired Col. Jay Cope, a senior research fellow at the National Defense University, “cares deeply about common people” and is unafraid to ask the hard questions about our relations with the region and to make those views known on Capitol Hill.



Johnson made trade with Latin America and the Caribbean one of The Heritage Foundation’s strong suits in promoting better relations with the region. Here he discusses the DR + CAFTA trade accord with (L to R) Amb. Flavio Dario Espinal of the Dominican Republic and Amb. Tomás Dueñas of Costa Rica.

FROM THERE TO HERE, AND ENJOYING IT ALL THE WAY

Commissioned in the U.S. Air Force, Johnson completed his undergraduate pilot training at Vance AFB, Oklahoma. He has served as the director of the Central American Working Group at the State Department; as chief of the Bureau of Public Affairs’ editorial division, as a strategic planner at the Office of Public Affairs for the Secretary of the Air Force, and as a public affairs officer for the U.S. Southern Command. In 1990 Johnson received a master’s degree from Georgetown University in international relations. In 1995 he was made co-director of public affairs for the multi-nation joint peacekeeping exercise, Fuerzas Unidas, in Buenos Aires.

Earlier, in the tumultuous 1980s, Johnson had been the assistant air attaché assigned to Tegucigalpa and accredited to Belize, Costa Rica, El Salvador, Guatemala and Nicaragua. From his work in Central America, Johnson said, he took away a keen awareness of the challenges new and emerging democracies faced in taking hold in a region not always forgiving to those who sought peaceful change.

“I watched the transition in Central America during the 1980s, when those countries moved away from military dictatorship toward civilian elected rule. I felt that elections were just the beginning of an evolution that would take time,” Johnson recalled. “After all, our own democracy has roots that go back to the Magna Carta. The Sandinistas made a big deal of calling their regime “democratic,” when it clearly

wasn’t. Other countries were using elections as a veneer to hide old authoritarian habits.

“I began to look at other countries in Latin America through the same lens. And, I thought it was important that they pursue follow-on reforms because democracies tend to make better neighbors as opposed to states where decisions are funneled through powerful presidents with peculiar personalities.”

His experience at Heritage, Johnson noted, was key to his personal professional formation, rounding out a resume that already was long on public service: “I’d have to say that being at a think tank gave me practical knowledge that I could not have obtained just studying countries out of a book. ... At Heritage, I met with national leaders and talked with them about policy decisions. I saw firsthand the effect that civil society and non-governmental groups could have on politics.”

In his current job, Johnson expresses optimism about the course of U.S. defense and security policy in the region. “I think we’re headed in the right direction,” he said. “It’s been a long slog to get over the Cold War and to deal with the horror of September 11, 2001. We’ve had to learn how to support our civilian authorities in their job of protecting the United States. And then we’ve had to come to grips with allies used to us operating in a tutorial manner, particularly those outside of NATO and not recently involved in coalition operations in the Middle East.

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That has led us to better understand the need for promoting partnership capacity.”

“It doesn’t mean engaging in teaching relationships like we had in the past—and I don’t meant to downplay those, they were very important when many countries in the hemisphere had provincial militaries or militias that were loyal to political figures,” Johnson explained. “But since the 1970s, transformations have occurred in political structure, governments and armed forces have become more professional, societies are more modern and outwardly focused. We are now at the point that we really do have neighbors that we can partner with.”

Johnson also takes issue with those who bemoan current political trends in the region. “Even though there are countries that are hostile to us—namely Venezuela and Cuba—the rest of the hemisphere is friendly,” he said. “Not only do we have allies, we now have more capable allies, and ones that are showing some initiative, such as Central American states that cooperate on disaster relief, or Chile and Argentina that are establishing a bi-national standby peacekeeping force.

“Who would have figured that Colombia would be training counter-narcotics police in Afghanistan? Who would have predicted that El Salvador would be contributing to the coalition forces in Iraq? Who would have pictured Mexico sending troops across the Rio Grande for Hurricane Katrina relief? Who would have guessed that Chile and Peru would cooperate on sub-regional defense matters?”

THE BACK STORY

Johnson was born in Cheyenne, Wyoming in 1950, the youngest of three children. His father Ralph, a graduate of Purdue University and an aeronautical engineer, received his pilot’s license from the Army Air Corps in the early 1930s, and went on to work for United Airlines as a captain and its chief test pilot.

During World War II, Ralph Johnson was one of the engineers who tested a large number B-17s before they went to the battlefield, and flew the Pacific as a Civil Reserve air fleet pilot. Johnson’s mother Ruth worked as a social worker before meeting his father, and after the war they settled permanently in Cheyenne, where Ralph established an aircraft business.

Asked who were his boyhood heroes, Johnson says without hesitation, “My dad—then and now.” He added: “Both my parents taught me tolerance for



Following in his father’s footsteps, Johnson received his pilot’s license while still in high school and later served as a pilot and military attache in the U.S. Air Force. Here he is at the controls of a KC-135 Stratotanker, the Air Force’s venerable flying gas station.

other people and their ideas; the importance of listening. Both traveled extensively and they made it a point to take us children on frequent trips around the country, and sometimes abroad.”

One Christmas when he was in college, Johnson’s parents took him and a fraternity brother to Mexico, where they spent their vacation visiting the anthropological museum and climbing pyramids. (Today, his father is almost 101 years old, his mother nearly 95, and, hale and hearty, they celebrated their 70th wedding anniversary last April.) Johnson says that, over time, the pantheon of his personal heroes has also expanded, “because, in large measure, any success you achieve during life is largely due to the advice and examples of people who surround you.” Mentors, too, were important to Johnson, “lots of people; folks who probably don’t even know that they were mentors, but their advice still affects my thinking.”

An early one was a neighbor who noticed that eight-year-old Stephen liked to write. “I had a neighborhood newspaper that came out every two weeks that I kept going for about four years, from the time I was eight until I was 12,” he remembered. “She talked me into it, and helped me buy my first duplicating machine.” The paper’s highest subscription level was about 200, Johnson said.

Growing up in Cheyenne, Johnson played tennis and skied, was a rock hound (“agates, fossils—Wyoming is full of them.”), painted in oils, created caricatures in pen and ink and dabbled with a French horn. “Some people might call that attention deficit disorder,” Johnson joked at his own expense. “I couldn’t do one thing well. I had to be interested in a lot of different things. Worse, I liked easy subjects better than hard ones.” In high school, he got his pilot’s license. “Dad was a pilot and that was important to me.”

Foreign language instruction at a relatively early age was also important to his development, Johnson said. “I was privileged to be in a public school system that had very strong language instruction and enthusiastic teachers. There was an expectation that if you were taking either French or Spanish, you would go to countries where those languages were spoken—visit with fascinating people, see awesome sights, and use the language in the double past pluperfect subjunctive. I did everything but the latter.”

When he was still in high school, Johnson got a job at the local television station, the CBS affiliate KFBC-TV, where he made graphics for television commercials and eventually, while in college, spent summers as a disk jockey at the affiliated radio station. During the evenings, he hosted a nightly radio show and, occasionally, was asked to present the weather on TV. “That the owners of the station would take a chance on a youngster speaks awfully highly of them,” Johnson received a scholarship from them to the University of Wyoming, where he was studying mass communications.

“But it was sink or swim during those summers,” Johnson added, recalling that he was sometimes called to fill in for regular announcers and broadcast personalities. “I can remember doing commentary for the Frontier Days rodeo on the radio, sitting in at the last minute for someone else. Coming up with salient quips tied my stomach in knots. There’s an audience listening and you can say ‘look at that horse buck’ only once.”

Later, a gift for the felicitous phrase earned Johnson a wife. He was working for the State Department in Panama in May of 1989, part of a delegation sent to observe strongman Manuel Noriega steal another election. Since his main focus was public affairs, he was assigned to work with the embassy information officer, Cynthia Farrell, formerly of Brooklyn, New York. Working out of Farrell’s cramped office, Johnson admired some of her own paintings hanging on the wall.

“I thought, geez, what a terrific person; whoever her husband is must be a really lucky guy.” The normally discreet Johnson happened to give voice to such musings to U.S. Ambassador Arthur Davis’s secretary, who told him Farrell was not married. “So, I said something flip, like ‘What a waste,’ and of course that got right back to her.” Several months later, back in Washington, Farrell and Johnson—who now have two teenage sons, Matthew and Nathaniel—were engaged.

And the rest is, you know, history.

“Both my parents taught me tolerance for other people and their ideas; the importance of listening. ... In large measure, any success you achieve during life is largely due to the advice and examples of people who surround you.”

CHDS COMPLETES ON-LINE MODULES ON STABILITY OPERATIONS, RECONSTRUCTION

Under the direction of Dr. Luis Bitencourt, CHDS professor of national security affairs, 15 participants from Latin America have just completed the first three modules of the advanced course on International and Stability Operations, conducted for the first time as a Distance Learning (DL) method.

The course aims to deepen the analysis on causes, motivations and circumstances related to international interventions, as well as on stability and reconstruction operations increasingly associated with these efforts.

Bitencourt said that he is very happy with the results of the new experience, underscoring what he called "the excellent level of papers produced and, particularly, of the ideas intensively exchanged among the participants."

More than 140 exchanges were recorded among the participants over a three-week period, which demonstrated the students' high level of motivation and engagement in the course, he said.

In total, the educational outreach effort will be developed throughout a 14-week period, of which only three will be conducted in-residence in Washington, D.C.

"This pioneer experience for CHDS rests heavily upon Distance Learning," Bitencourt added, "which underscores the importance of these first three DL modules."



Dr. Luis Bitencourt

Security and Defense Studies Review

Interdisciplinary Journal of the Center for Hemispheric Defense Studies

A new issue of the Security and Defense Studies Review (Vol. 7, No. 1) is now available on the Web (<http://www.ndu.edu/chds/journal/index.htm>).

ANNOUNCEMENT ABOUT CHDS' 10TH ANNIVERSARY

CHDS will commemorate its forthcoming 10th anniversary, this coming September 17th, in grand academic style. To this end, CHDS Director Richard D. Downie has announced an essay contest open to everyone associated with the Center over the past decade – alumni, faculty, staff, current and former guest lecturers and visiting scholars. A panel of distinguished scholars will select the most brilliant analysis and excellent writing for publication in a book celebrating the center's history and accomplishments.

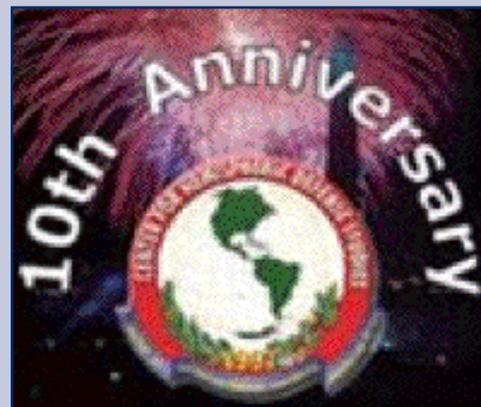
The object of this project is to pay homage to the Center's anniversary, while at the same time showcasing the work of its alumni and faculty, demonstrated through their analytical and writing skills. Please submit a proposal or completed essay as soon as possible: the panel will begin its work during July 2007.

A select number of these authors will be invited to present a précis of their papers at a conference celebrating the anniversary in September.

For additional information or details, please contact James Zackrison at zackrisonj@ndu.edu.

This commemorative book will consist of three primary sections:

- I. Chapters by the individuals involved in the original conceptualization, organization, and administration of the Center, thus providing a short history and projected future.
- II. Chapters that survived the distinguished panel's selection process.
- III. Chapters assessing the Center's impact on hemispheric security, specifically, its alumni.



"September will be a time for reflection," says Center Director Richard D. Downie, "but also a moment to contemplate the best path to take to maintain and enhance the professional and personal relationships that have been the region's gift to our faculty and staff."

THE MESSAGE BOARD THANKS FRANK MCGURK

The Message Board has been receiving some good reviews from around the Hemisphere and the kudos go to the increasing number of people who are coming up with some great ideas for the stories and features that allow our readers to share in the CHDS community's events. One of the people who has been key to that effort is Frank McGurk, CHDS chief of contract staff, who in addition to a fine news sense has made sure that the translation of our copy into Spanish and Portuguese is consistently first rate. Thanks, Frank! We appreciate your efforts and those of the people working for you.

ACADEMICS ADVANCE

*By Dr. Thomaz Costa
Acting Dean of Academics*



Thomaz Costa

I would like to share with our alumni, associates, and friends the exciting perspectives for the upcoming CHDS academic year (September '07-August '08). I hope that the new courses CHDS is adding to our line-up of traditional educational outreach programs will reenergize partnerships and respond creatively to our shared needs for individual and institutional professional development in security and defense issues.

Before describing the future activities, let me point out some recent developments in the academic area.

After more than three years of stewardship of Center academic programs, Craig Deare has left the dean's position to return to the faculty where he will coordinate the Center's North America Program. This program organizes the educational and professional exchange coordinated by CHDS among Mexico, the United States, and Canada in order to promote expanding collaboration in homeland defense and regional security. CHDS hopes to welcome soon a new colleague for the Dean's position.

CHDS' Chief of Defense Chair was inaugurated with the arrival of Carlos Ospina, the former chief of the Colombian armed forces. More recently, Oswaldo Jarrin joined our faculty in the Minister of Defense Chair, after notable service in Ecuador. Furthermore, Air Force Col. Rui Chagas Mesquita, former military aide to Brazilian President Luiz Inacio Lula da

Silva is now a visiting scholar in our Center. We are proud of the value these colleagues bring to our institution and look forward to their integrating their experiences and insights into our curricula.

This coming June, simultaneously with the Interagency Coordination and Combating Terrorism course (ICCT), the Center is offering its first advanced course, the International and Stability Operations (ISO) course. In addition to a pre-course online phase, the course includes study in Washington, D.C. and the requirement of a post-resident research paper.

The ISO course is led by Luis Bitencourt and includes 15 participants from the Americas. These will study the decision-making processes of current international operations as well as review key factors for success in conflict resolution, stability, and reconstruction operations. With the assistance that many Latin American countries are providing for the current stability and reconstruction efforts in Haiti, the ISO event promises to be an excellent, timely course. For 2008, we hope to expand this subject in our activities.

And that's just the beginning of the exciting road ahead. CHDS will start an advanced course on irregular challenges (October '07 and February '08, both in Spanish); repeat the International and Stability Operations (May '08, in English), and launch the Defense Transformation course (June '08, in Spanish). Furthermore, CHDS and the Peruvian Ministry of Defense will hold the regional security conference in July '07 in Lima. A Senior Leader Seminar to be held in Trinidad and Tobago will review the lessons learned on security from the recent 2007 Cricket World Cup in Caribbean countries. And, after the success of the conference in Guatemala in 2006, CHDS plans another regional security conference in Central America for 2008.

CHDS is expanding dramatically its educational and outreach programs with the English-speaking Caribbean countries and Haiti in the next academic year. The Center is supporting curriculum review and lectures at the Masters Program in National Security at the University of West Indies in Jamaica. This region-wide program is evolving into the premier graduate education venue for police, defense, and civilian officials with a large presence of non-government graduate students.

CHDS is also developing a program with Haitian authorities and other donors to provide education in governance and national security. Besides the Senior Leaders Seminar (Trinidad and Tobago), mentioned above, our team is working to undertake other collaborative projects with Barbados, Belize, and Guyana.

In 2008, our colleague Jim Zackrison will be leading the implementation of a new research program for the faculty in collaboration with other individuals and institutions. Of course, funding is a critical element. We hope to bolster the Center's thematic tracks in pursuit of continuing to offer innovative and relevant insights to our community of policy-makers and academics.

I am very excited about the work currently done and the expansion of our network of projects and events. CHDS has been in a unique position to foster cooperation to promote effective application of knowledge and skills for democratic security. Our academic freedom, the contribution made by individuals and institutions from the Americas, and our shared experiences and values, put us on solid and excellent ground to continue our services.

GEN. (RET.) CARLOS OSPINA, FORMER COLOMBIAN MILITARY COMMANDER, FIRST TO OCCUPY CHDS ACADEMIC CHAIR FOR CHIEFS OF THE ARMED FORCES

Retired General Carlos Ospina Ovalle, the former commander of the Colombian military and one of the architects of the transformation of his country's armed forces, is the first person to occupy the new CHDS academic Chair for Chiefs of the Armed Forces.

Considered by many to be the "brains" of the transformation and of the joint planning and operation of Colombia's defense and security forces, those with long memories remember the now-retired general's skills as a communicator and his talent for leading by example, being one of the most combat-decorated officers in that country. The changes ushered in during Ospina's tenure as Colombia's senior military officer have allowed it to successfully confront the country's principal security challenges within a framework of healthy civil-military relations and respect for human rights.

On February 26 Ospina presented a detailed and optimistic view of the course of his country's counter-insurgency efforts in a "face-to-face" presentation at CHDS entitled "Colombia -- The Light at the End of the Tunnel."

Ospina contrasted his use of the light and tunnel metaphor with how it was once used by

anti-communist forces in Vietnam, saying that very different environment and conditions in Colombia meant the claim was neither wishful thinking nor an idle boast. What has taken place in Colombia, one of the United States' closest and most reliable allies in the region, is nothing less than a "transformation of the State, of the military and security forces, and of civil society."

Although the battle for democracy and the unimpeded operation of state agencies is not over, Ospina told the audience, the prospect for peace and the rule of law in Colombia is better now than at any time in recent memory.

A strong advocate of government accountability, Ospina emphasized the critical role played by a free press even in countries facing insurgencies: "Without a free press, you can't have



General Carlos Ospina Ovalle

a democracy. The press should play a vigilant role—it shouldn't be fawning over the State, the government, or the armed forces. On the contrary, the press needs to point out the errors, defects and omissions that have been committed."

In MEMORIAM



GALO ALEMAN RUIZ



JORGE PERALTA MONTI



GONZALO PLANA EFFINGER

The CHDS community has been shocked and saddened to learn of the deaths of three of its distinguished alumni in the past few months.

Just after the last Message Board went to the presses, we learned that *Commander Galo Aleman Ruiz* (Ecuador, CDIM 2004 and SDP 2006) died December 4 of last year. In March, we learned that *Air Force Commodore Jorge Peralta Monti* (Argentina, DPRM 1999), a mainstay at REDES and several of our regional conferences, passed away after a long illness. And in April, *Dr. Gonzalo Piana Effinger* (Uruguay, DPRM 1998) also died.

To their families and to the many friends they left behind, in the CHDS family and in the region, our heartfelt sympathies go out to all of you while we remember the good times, comradeship and lessons they offered while part of our community.

FORMER ECUADORAN DEFENSE MINISTER OSWALDO JARRIN JOINS CHDS IN NEW MOD CHAIR



General Oswaldo Jarrin Román

Someone once said: “If you want to change the world, start from where you sit.” The good news for the Center for Hemispheric Defense Studies is that in late April, General (Ret) Oswaldo Jarrín Román, the former minister of defense of Ecuador, has joined our faculty as the first person to occupy the new Minister of Defense Chair.

Jarrin, a graduate of CHDS’ Curriculum Design and Instructional Methodologies Course (CDIM) in 2004, has been the chairman of the Joint Chiefs of Staff of the Ecuadorian Armed Forces, undersecretary of defense, and secretary of his country’s National Security Council. He has a Ph.D. in educational sciences, a post-graduate degree in continental defense from the Inter-American Defense College, and a master’s in strategic intelligence from the Argentine army war college.

In addition, Jarrín has been director of the Ecuadoran Military School of the Army, director of the War Academy, dean of the Faculty of Military Sciences of the Polytechnic Superior School of the Army ESPE, and professor of the Latin-American Faculty of Social Sciences FLACSO. He also has studied in France, Brazil and Israel.

Welcome, Dr. Jarrín! We look forward to integrating your experiences and insights in our expanding educational outreach program.

CHDS NEWSMAKERS & SHAKERS

Carlos Castilla (Peru, CDIM 2004) has let us know that he recently received his Ph.D in political science and international relations. Congratulations!

Salomón de Jesús Escoto Salinas (Honduras, SDP 2006) has been named director of that country’s National Police. *Bravo, Comisionado!*

Another one of our graduates recently earned the honor of being called “Doctor” as well. In March, *Luis Alberto Galeano Perrone* (Paraguay, SDP 2006) successfully defended his dissertation and earned his Ph.D. in development and national defense from the Universidad Metropolitana de Asunción. The course he took at CHDS, Dr. Galeano writes, “was a big help in achieving that goal.”

Hernán A. Moreano (Ecuador, SDP 2006) is working as an international relations advisor to the Ecuadoran Minister of Defense. He tells us it is “a wonderful opportunity to apply what I’ve learned at CHDS.”

Dra. Analyda Bertrand Ospina (Colombia, DPRM 2005) has been named secretary general and legal director of OPAIN S.A., the company that operates the new El Dorado international airport in Bogota. *Bien hecho!*

Eliana Patricia Salinas (Bolivia, ICCT 2005) has let us know of her contribution to an important article published in the magazine T’inkazos (No. 21, December 2006) about the proposals for regional autonomy made by politicians and social movements to the Constituent Assembly.



Carlos Castilla



Salomón de Jesús Escoto Salinas



Luis Alberto Galeano Perrone



Hernán A. Moreano



Dra. Analyda Bertrand Ospina



Eliana Patricia Salinas

CHDS CELEBRATES 20TH ANNIVERSARY OF PERU'S DEFENSE MINISTRY

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

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

CHDS DIRECTOR
Dr. Richard D. Downie

DEAN OF STUDENTS & ADMINISTRATION/ *THE MESSAGE BOARD* EDITOR-IN-CHIEF
Mr. Dennis F. Caffrey

CHIEF OF STRATEGIC COMMUNICATIONS/
THE MESSAGE BOARD MANAGING EDITOR
Prof. Martin Edwin Andersen

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



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



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

The Peruvian Ministry of Defense is celebrating the 20th anniversary of its founding. To commemorate this important milestone, the ministry, under the leadership of Ambassador Allan Wagner Tizón, has developed a series of academic events to analyze a number of critical issues.

One of those events was a counter-part visit to meet with U.S. Secretary of Defense Robert Gates and to the Center for Hemispheric Defense Studies (CHDS). On 29 March, Ambassador Wagner and Dr. Louis Goodman, professor and dean of the School of International Service at the American University, offered CHDS faculty, staff and students their views on defense sector reform and Peru's policies on regional cooperation in a well-attended "Face-to-Face" encounter held in the Proceres conference facility.

Another planned event was an international conference focused on "A Vision of Defense Sector Reforms" to be held in Lima, from 31 May to 1 June 2007. The event's organizer was Dr. Enrique Obando, coordinator of the advisory committee to the Ministry of Defense. In addition to several hundred Peruvians, defense specialists from the following countries were slated to participate: Argentina, Brazil, Canada, Chile, the United Kingdom, the United States and Uruguay.

The international and Peruvian experts were expected to discuss the following major topics: defense planning; interagency cooperation; transparency, the role of Congress and civil service for defense; military professional education; military justice, and joint doctrine.

Dr. Craig Deare and Dennis Caffrey from CHDS were scheduled to address the issues of interagency cooperation from the North American perspective and the role of Congress in defense and military professional education. Lt. Col. James Purvis from the U.S. Joint Forces Command was to give a presentation on joint doctrine and planning.

Additionally, the Center for Hemispheric Defense Studies is working in close coordination with the Ministry of Defense of Peru and the United States Embassy to co-host a regional conference in Lima from July 10-12 to discuss the most critical regional defense and security

challenges, and to identify the best approaches to regional defense and security cooperation based on recent experience within today's transnational threat environment.

The keynote speakers will be Defense Minister Wagner and the noted Latin Americanist Dr. Abraham Lowenthal, who will be followed by a series of panels and discussion groups made up of distinguished academicians from throughout the Western Hemisphere.

The three principal thematic areas are: defense and security challenges; cooperation on regional approaches, and defense sector reforms.

-- Dennis Caffrey



Peruvian Defense Minister Allen Wagner, left, and Dr. Louis Goodman, professor and dean of the School of International Service at the American University, right, share a light moment with CHDS Director Richard D. Downie at a well-attended "Face-to-Face" encounter on defense sector reform and Peru's policies on regional cooperation.

UPCOMING EVENTS

SUB-REGIONAL CONFERENCE - LIMA, PERU

July 10 - 13, 2007

INTERNATIONAL AND STABILITY OPERATIONS COURSE (STABOps)

June 4 - 22, 2007

INTER-AGENCY COORDINATION AND COUNTERTERRORISM COURSE (ICCT)

June 4 - 22, 2007

STRATEGY AND DEFENSE POLICY COURSE (SDP)

Oct 15 - Nov 2, 2007

TERRORISM AND COUNTERINSURGENCY COURSE (TCI)

Oct 15 - Nov 2, 2007

QUOTATION TO REMEMBER

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

-- Prof. Ismael Idrobo

STAMP

ADDRESS