

Center for Hemispheric Defense Studies

FY 2011 ANNUAL REPORT



CENTER FOR HEMISPHERIC DEFENSE STUDIES

260 5th Avenue, Building 64
Ft. McNair, D.C. 20319-5066

Director

Richard D. Downie, Ph.D.

Deputy Director

Kenneth LaPlante

Dean of Academic Affairs

Luis Bitencourt, Ph.D.

Dean of Students, Administration, and Operations

John Thompson, MG, USA (Ret.)

Associate Director, Research and Publications

Howard Wiarda, Ph.D.

Strategic Program Manager

Michael Mann

Managing Editor

Yamile Kahn

Assistant Editor

Patricia Kehoe

Layout, Design, and Cover

Vivian Rodriguez

Class/Conference Photos
NDU and CHDS Multimedia

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The Center for Hemispheric Defense Studies (CHDS) is a product of the Defense Ministerial of the Americas (DMA) process that began in Williamsburg, Virginia, in 1995. Hemispheric civilian and military defense officials expressed deep concerns over the relative lack of civilians prepared to deal knowledgeably with defense and military issues in their countries. In response, U.S. Secretary of Defense William Perry proposed creating a regional center to address this problem during the second DMA held at Bariloche, Argentina, in 1996. Secretary Perry envisioned an educational center tailored to the unique requirements of the Western Hemisphere where many countries wished to strengthen civilian defense and security leadership in revitalized democracies. Activated on 17 September 1997, CHDS opened its doors, the following day, with a Hemispheric Conference on Education and Defense, 18-19 September 1997.

A large, circular, light-colored building with the words "LINCOLN HALL" visible on its upper facade. The building has several large, arched windows. The sky is blue with some birds flying in the distance.

Mission

To conduct educational activities for civilians and the military in the Western Hemisphere to enhance partner capacity and to foster trust, mutual understanding, and regional cooperation.

In support of the Center's mission, CHDS facilitates engagement in the Western Hemisphere by:

- Enhancing regional security through the creation of collaborative communities of interest among military and civilian officials from States of the Western Hemisphere and examining fundamental causes of relevant security challenges and the most effective means to counter them;
- Strengthening sustainable individual and institutional capacity at the national and transnational level to enhance national, regional, and international security consistent with the norms of democratic governance and civil-military relations;
- Fostering defense support to civil authorities in dealing with disasters in a manner consistent with each country's legal, historical, and cultural norms and the proper role of the military in democratic societies; and
- Promoting critical thinking on global security issues as related to the Western Hemisphere.





History

The Center for Hemispheric Defense Studies (CHDS) is a product of the Defense Ministerial of the Americas (DMA) process that began in Williamsburg, Virginia, in 1995. Hemispheric defense officials expressed deep concerns over the relative lack of new civilian leaders prepared to deal knowledgeably with defense and military issues in their countries. In response, U.S. Secretary of Defense William Perry proposed the creation of a regional center to address this problem during the second DMA held at Bariloche, Argentina, in 1996. Secretary Perry envisioned an educational center tailored to the unique requirements of the Western Hemisphere, where many countries sought to expand civilian defense and security leadership in accordance with the principles of democratic governance.

Between 1996 and September 1997, a team from the U.S. Department of Defense and the National Defense University consulted with stakeholders such as the defense ministries and civilian academics from our regional partners, and began to outline the foundations of what we know today as CHDS. The Center for Hemispheric Defense Studies opened its doors on 17 September 1997, and the following day the new Center hosted a two-day Hemispheric Conference on Education and Defense. In March 1998, CHDS conducted its first three-week course, Defense Planning and Resource Management. That year the Center also began a program of in-region seminars, the first of which was held in Bolivia.

The 2003 DMA V meeting in Santiago, Chile officially recognized CHDS for its contribution to matters of Hemispheric defense and security. When Dr. Richard Downie became the Center's new director in March 2004, he immediately undertook a strategic reassessment of the Center in consultation with his faculty, staff, and U.S. and regional stakeholders. Under Dr. Downie's leadership, CHDS has continued to grow and to develop new programs, particularly in the fields of alumni outreach and coordination with partner institutions. CHDS introduced Advanced Courses in 2007 and Specialized Courses in 2011.

At the 2010 DMA IX in Santa Cruz, Bolivia, then-Secretary of Defense Robert Gates pledged two scholarships to each Minister of Defense for future CHDS courses, and offered CHDS seminars to those ministers so desiring. In 2011, CHDS received 13 ministerial requests. In its 14th year, CHDS will continue to build on the strong foundation of its mission.

Director's Overview



CHDS began the 2011 fiscal year with ambitious expansion goals, both in personnel and programs. By the end of the fiscal year the faculty had increased by more than a third, with a concurrent broadening and deepening of the talent base, and had significantly increased throughput in both its graduate-producing and outreach programs. More importantly, what increased even more than numbers was the international stature of the Center, poignantly demonstrated during a November 2010 address by then-Secretary of Defense Robert Gates given to regional defense ministers. In his speech at the Defense Ministerial of the Americas in Santa Cruz, Bolivia, Secretary Gates said that “greater civilian expertise requires more education.” and announced that the Center for Hemispheric Defense Studies had “committed to providing each [minister and his or her ministry] two scholarships to [CHDS’s] courses, which is exactly the type of exchange that fosters mutual understanding.”

With this auspicious endorsement, the Center embarked on its most productive year to date, conducting more courses, conferences, seminars, workshops, and outreach activities, and touching more people, than in any previous year. CHDS designed the new Combating Transnational Organized Crime course in response to regional demand and the recently released White House Strategy to Combat Transnational Criminal Organizations document.

CHDS’s FY2011 core activities centered on three resident courses: the Strategy and Defense Policy course (SDP), the Interagency Coordination and Combating Terrorism course (ICCT), and the Perspectives on Homeland Security and Defense course (PHSD). Additional program highlights included those that deepened individual and institutional relationships and focused on critical elements as defined by the policy guidance issued by the Under Secretary of Defense for Policy (USD-P).

To fulfill the Center’s mission to strengthen, sustain, and enhance relationships with participants, alumni, and institutions, CHDS expanded its program of accredited resident Advanced Courses and participated in several in-region activities with other institutions and CHDS alumni.

CHDS continued to expand its research and publication initiatives in FY2011. Most prominent was a large-scale case study on Colombia commissioned by the USSOUTHCOM Commander. In August 2011, CHDS published this unique case study, entitled, “Colombia’s Road to Recovery: Security and Governance 1982–2010.” CHDS also released the first volume of a new publication series titled “Strategic Issues in US/Latin American Relations” and published Volume 12 of the *Security and Defense Studies Review*.

CHDS’s efforts to support local alumni associations and their activities have created thriving communities of interest that actively engage on topical security and defense issues. CHDS’s Outreach Program expanded the use of video-teleconferencing as a cost-effective method to conduct workshops with alumni around the hemisphere. CHDS’s professors also participated in more than 100 outreach activities, primarily academic lectures and presentations. More than half of these presentations were paid for by the host organization.

Overall, the prolific programs in FY2011 have reinforced the role of CHDS as the region’s partner of choice for matters related to national security and defense. CHDS’s relationships provide U.S. stakeholders with unparalleled access to senior leaders and opinion makers within the hemisphere.

Dr. Richard D. Downie, Ph.D.
Director

Academic Programs

CHDS Academic Programs for the fiscal year comprise a series of courses, seminars, conferences, workshops, and research projects. These activities are distributed within four levels: Basic Courses (sets the foundation), Specialized Programs (addresses advanced requirements and sustains contact while attracting more experienced newcomers to CHDS), Advanced Courses (sustains the CHDS Fellow), and Strategic Interaction (engages the senior executive.) The optimal mix of participants for most events is 75% civilian (including police), and 25% military/defense forces.



Basic Courses (Foundation Setting)

Our Foundational Course, the Strategy and Defense Policy Course was strengthened in 2011 through the addition of a distance learning phase immediately preceding the three-week in-residence phase. The in-residence phase also benefitted from a reorganization, which included the adoption of a more intellectually rigorous syllabus.

Strategy and Defense Policy Course (SDP)

31 January–18 February 2011
Washington, D.C.
Participants: 75

“The course went beyond my expectations. I was extremely happy with the high level of intellectual capacity of the group participants. In addition, I would highlight the high intellectual level of the professors/facilitators and the visiting speakers.”
—2011 SDP Graduate

18 Nations Represented:

Argentina, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, United States, Uruguay, Venezuela

Issues examined: defense and security policy formulation and implementation, resource management, civilian-military and law enforcement cooperation, defense economics, interagency and international coordination, and control and oversight. Exercises include lectures, individual studies, visits to U.S. government organizations, and CHDS’s unique “Table Top Simulations,” which help students to apply class concepts to a realistic (yet hypothetical) scenario.

*100% OF GRADUATE SURVEY
RESPONDENTS AGREED THAT THE
CONTENT OF THE COURSE EXPANDED
THEIR UNDERSTANDING OF STRATEGY
AND POLICY IN THE DEFENSE SECTOR.*



Specialized Programs

These courses and events provide opportunities for education in focused, thematic, advanced policy making and are targeted to both CHDS alumni and newcomers with high levels of experience in these fields. These courses can also be brought to venues within the region.

Combating Transnational Organized Crime and Illicit Networks in the Americas (CTOC)

Issues examined: transnational criminal organizations (TCOs) and strategies, mechanisms, and processes that can be used to evaluate and address the threats posed by TCOs for government and non-government officials directly involved with issues of national security and defense, law enforcement, and illicit trafficking.

Advanced Courses

Advanced Courses are designed to supplement the educational experience of alumni of the Center's basic course and specialized programs. In addition to the courses listed below, CHDS also conducts topic-specific, in-region seminars and workshops for audiences who are selected by the Country Teams at the U.S. Embassy or CHDS Alumni Associations, and/or through self-nomination.

Advanced Civil/Political/Military Relations and Democratic Leadership (ACPMR)

14 October–3 November 2010

Washington, D.C.

Participants: 21

12 Nations Represented:

Argentina, Brazil, Chile, Colombia, Costa Rica, Ecuador, Honduras, Mexico, Peru, United States, Uruguay, Venezuela

Issues examined: civil-military relations within the context of the democratic process, and models of political/military cooperation in the region



“The concepts learned during these weeks, in both the online and residential phases, have enriched me professionally...”
—2011 ACPMR Graduate

Governance, Governability and Security in the Americas (GGSA)

14 October–3 November 2010
Washington, D.C.
Participants: 14

10 Nations represented:

Argentina, Bolivia, Brazil, Chile, Colombia, El Salvador, Mexico, Panama, United States, Venezuela

Issues examined: processes and mechanisms that contribute to socio-political and economic stability, contemporary issues of governance and governability from national, regional and global perspectives

“The course showed me there is much more to learn and understand. Professionally, it will help me to have a greater vision of my country’s situation and not to generalize every situation.”
—2011 GGSA graduate

“I am thankful for the possibility of taking this course, of having access to information and to be treated so well. I am thankful for the level and accessibility of the professors and the attention of those taking care of each of us.”—2011 GGSA Graduate

Class Survey Excerpts:

“Do you consider that the Distance Learning Phase was useful to the course development?”

Strongly agree: 81.8 percent

Agree: 19.2 percent

“Courses goals and learning objectives were made clear prior to the course and underscored during the course.”

Yes: 100 percent



Strategy and International Security (SIS)

14 October–3 November 2010
Washington, D.C.
Participants: 17

13 Nations represented:

Antigua and Barbuda, Argentina, Bahamas, Brazil, Chile, Colombia, Costa Rica, Ecuador, Haiti, Jamaica, Mexico, Peru, Suriname

Issues examined: international security strategies, including management of information and the use of force, in the context of international relations theory



Perspectives on Homeland Security and Defense (PHSD)

21 March–1 April, 2011
Washington, D.C.
Participants: 41

17 Nations represented:

Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay, Venezuela

Issues examined: international models of homeland security and defense, regional cooperation in response to natural and man-made threats throughout the Western Hemisphere. The first week of the course takes place in Washington, D.C., and the second week is held at NORTHCOM Headquarters in Colorado Springs, Colorado. This course will become a specialized course in FY2012, and is also CTFP funds-qualified.



Interagency Coordination and Combating Terrorism (ICCT)

6–24 June 2011
Washington, D.C.
Participants: 73

18 Nations Represented:

Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Honduras, Mexico, Panama, Paraguay, Peru, Poland, Uruguay, United States, Venezuela

Issues examined: the strengths and weaknesses of interagency coordination among all sectors of government in confronting non-traditional threats to security and defense, with a focus on terrorism. This course will refocus on just interagency coordination and will become a specialized course in FY2012.

Terrorism and Counterinsurgency Advanced Policymaking

20–22 June 2011 Two-Day Seminar
San Salvador, El Salvador
Participants: 80

3 Nations Represented:

El Salvador, Peru, Brazil

Issues examined: conflicts dominated by insurgency and terrorism; reasons for the emergence of insurgency and terrorism; the comparative political and theoretical approaches to insurgent strategy, mobilization, operations; and organization and countermeasures. This seminar is CTFP funds-qualified.

75% of students believe the methodologies, knowledge, and case studies used during the course helped them improve coordination for better cooperation in fighting transnational organized crime and terrorism in Latin America. 100% of the 73 Fellows recommend continuing this course in future iterations and will recommend this course to a colleague. —ICCT post-course survey results



Advanced Defense Policy (ADP)

April 2011
Washington, D.C.

A special version of the ADP was conducted for 55 students representing the Inter-American Defense College.

16 Nations Represented:

Argentina, Brazil, Canada, Chile, Colombia, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Mexico, Nicaragua, Peru, United States, Uruguay

Issues examined: international relations theory, strategy, defense policy, and defense analysis. Focus on conception, formulation, implementation, and evaluation skills with regard to defense policy.



NationLab Program

CHDS conducted five NationLabs in 2011 and three NationLab planning sessions:

- 25–29 October 2010, Peru
- 8–12 November, Mexico (ESNAV)
- 29 November–3 December, Chile (ANEPE)
- 23–27 May, El Salvador (CAEE)
- 27 June–1 July, Jamaica
- NLAB Meetings in Panama, Honduras, and Mexico

NationLab is an interactive educational event providing hands-on experience in the formulation of strategy and policy with respect to defense and security issue of importance to CHDS partner institutions in Latin America. Each NationLab event is custom-designed by CHDS with a specific partner institution and the in-country U.S. embassy team. A typical NationLab is a week-long exercise that involves a problem-solving role play with a serious national security challenge (e.g., narcotrafficking, terrorism, or multinational operations in contexts such as disaster relief) to the educational benefit of both CHDS leaders and partner nation participants. For example, during the November 2010 NationLab event with CESNAV, 134 students took part in the UN Conference “Enhancing Public-Private Partnership to Strengthen the Protection of Vulnerable Targets in the State of Jalisco.”



Senior Executive/Strategic Interaction Events

These events are designed for policy makers and institutional leaders, and may take place both in partner nations and in Washington, D.C.

Washington Security and Defense Seminar (WSDS)

26–30 September 2011
Washington, D.C.
Participants: 60

18 Nations Represented:

Argentina, Bolivia, Brazil, Canada, Chile, Colombia, Dominican Republic, Ecuador, Guatemala, Haiti, Mexico, Nicaragua, Panama, Paraguay, Peru, Uganda, United States, Uruguay

Issues examined: the main perspectives on national objectives, preferences on strategies, policy guidelines, and the dynamics of decision making in a democratic society. WSDS provided the unique opportunity to exchange ideas with key U.S. government officials.

National Security Planning Workshops (NSPW)

The NSPW is an innovative approach to national security planning developed by CHDS. It was originally conducted in Panama in 2004 for the incoming Torrijos administration, and has been successfully held thirteen times. Participation in the National Security Planning Workshop is by invitation only. The NSPW is held at the request of a country's top leaders, and each is carefully developed in close coordination with the U.S. Country Team and key host nation officials. Normally a two and a half day event focused on senior national leaders (ministers, members of the legislature, and military commanders/national police chiefs), the workshop is designed to yield a draft or outline of a document pertaining to national security and defense strategy.

CHDS conducted a NSPW follow-on event supporting the 2010 NSPW for Belize; additionally, CHDS planned for two 2011 NSPWs for partner nations, but both were postponed until 2012. These events are subject to political-military sensitivities.

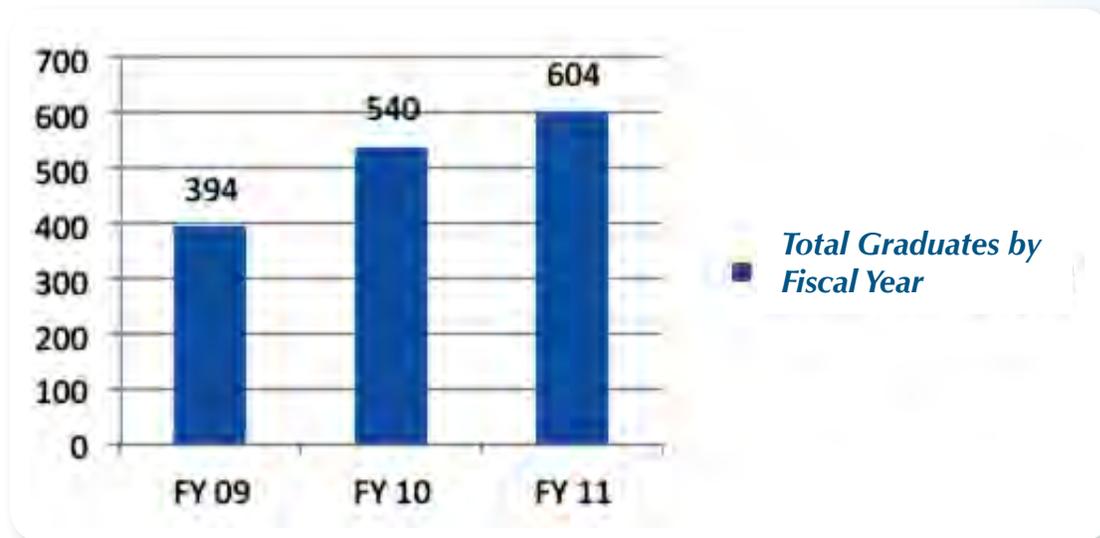


Metrics and Measures of Effectiveness

CHDS measures its “value added and / or return on investment” by following a simple system to evaluate the most promising candidates for our unique security and defense educational experiences. These governmental and nongovernmental officials are the CHDS-described “Inputs” who, upon completion of their studies, transition to “Outputs.” Each Output (Fellow) departs with specified or implied requirements/ tasks; and over time produce “Outcomes” that complement U.S. national goals and objectives. CHDS attracts the most qualified and motivated candidates for our courses in collaboration with the U.S. Embassy Country Team in each partner nation. Following completion of the coursework, CHDS maintains contact with these Outputs (or Fellows) as they move upward and onward in their security and defense careers. CHDS provides a variety of opportunities to enhance individual capacity and skill sets, thus sustaining the security and defense communities of practice and interest until the Fellows become decision or opinion makers at the strategic interaction level. At this level CHDS facilitates the senior executive dialogues, resulting in desired Outcomes or end-states.

CHDS uses pre- and post-event surveys, pre-, during, and post-event evaluations and papers and anecdotal information, some requested but most often unsolicited, to measure its level of success and establish the exceptional value which CHDS adds to the U.S. mission in the Western Hemisphere.

The transition from CHDS graduate to prominent decision maker can range from six months to three years. In some cases, partner nation rising decision makers enroll in our foundational courses in order to gain the phenomenal benefits of a CHDS education and also the CHDS extended alumni network.



A prominent former Minister of Defense for Uruguay, now a Senator, says: “I became Vice Minister, then Minister of Defense, because I attended CHDS security and defense courses and events.”

CHDS succeeds and adds value to the U.S. mission through:

- Facilitation and participation in national security and defense conversations that influence the policy direction taken by partner nations, institutional and individual clients, our extensive and geopolitically relevant course offerings, workshops, seminars and executive dialogues that respond to the diverse needs and requests of partner nations and the U.S. government;
- Reinforcement of both a common bond and the value for rule of law throughout the Western Hemispheric nations through robust in-region outreach, including courses and events;
- Communication of “good” governance practice through information sharing on a variety of pressing regional issues, including: defense support to civilian authorities; lessons learned while confronting global security threats within a regional context; the use of global strategic resources; and technological innovations that support the dissemination of information about defense and security issues.

CHDS pre-event surveys indicated that Fellows continue to highly value CHDS and its products as roughly 90% of received applications were a direct result of recommendations by CHDS alumni or alumni supervisors.

CHDS surveys found that of our FY2011 graduates:

- 100% introduce new skills to their workplace or use their acquired skills to finalize a task;
- 75% lead sessions on international cooperation on security challenges;
- 73 % facilitate interdepartmental and interagency collaboration and cooperation.

Throughout FY2011, CHDS received senior leader requests for assistance/facilitation of a variety of events and dialogues. CHDS was able to demonstrate the unique and pivotal role it plays as a USG institution in 2011 in many ways, including but not limited to the following examples:

Trinidad and Tobago (Prime Minister): National Security Policy Workshop (NSPW);

Costa Rica (President via her Minister of Justice): Ministry of Security Workshop as a follow-up to past NSPW efforts by CHDS;

Panama (via the Minister of Justice): assistance in the establishment of a defense and security “think tank” for the nation;

Guatemala (Offices of the President-elect and the Minister of Defense): assistance with the drafting, articulating, and disseminating of a national security policy;

El Salvador (Vice Minister of Defense): facilitation with their recently published National Security Strategy (based on a previously delivered CHDS NSPW);

Paraguay (Minister of Defense): assistance with Civilian Education, Defense Ministry, National Defense Strategy, and Force Transformation;

Uruguay (Vice Minister of Defense): assistance with Defense/Civilian Education, specifically to facilitate the strategic communication of the new National Defense plan;

Brazil (Office of the Minister of Defense): assistance via CHDS’s “RIO Games” in preparation for the Olympics. Note: CHDS facilitated the Caribbean interagency security coordination and policy development for the 2007 World Cricket Cup;

Nations of the Caribbean: Regional Security System Headquarters requesting facilitation in the development of a Regional Security Strategy;

System for Regional Security in Central America (SICA) (Secretary General of SICA): requesting CHDS facilitation with their draft regional security strategy.

In FY2011 CHDS professors participated in events with more than 100 educational institutions in the region, evidence that CHDS personnel are sought out and that CHDS actively supports the communication of defense and security information via educational institutions (including partner institutions) throughout the Western Hemisphere.

A quantitative snapshot of 2011 academic programs at CHDS through the lens of post-course surveys reveals that CHDS course and event participants planned to:

Introduce the new ideas into the workplace in their respective nations, 100%

- Publish on security matters within home country, 62%
- Discuss and explain U.S. policy to colleagues/co-workers, 51%
- Present a public lecture on a security topic, 51%
- Develop a new policy document as a consequence of CHDS participation, 44%

Facilitate collaboration and cross-sector dialogue, 73%

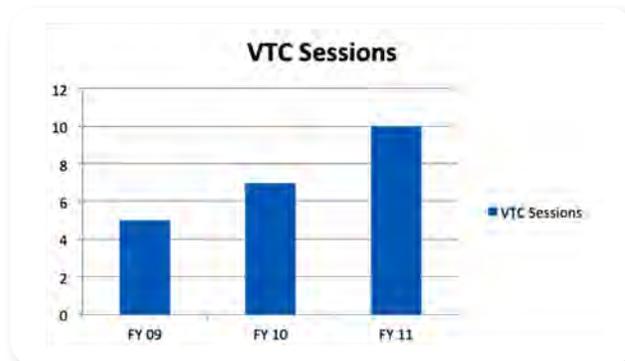
- Knowledge gained from CHDS will be applied to:
 - Security-sector reform, 68%
 - Civil-military relation, 62%

Educate about international cooperation on security challenges, 75%

- Role of the military and police in civil society, 61%
- Countering transnational organized crime/threats, 55%

Exercise increased ability to do their current job, 86%

While in-person visits continue to play an integral role in our outreach and support programming, use of video-teleconferencing (VTC) for virtual events has doubled since 2010. VTC technology will form the foundation of cost-effective CHDS outreach programming as we continue to expand its use in FY2012.



Having hosted 245 events involving more than 16,000 participants in FY2011, CHDS exceeded expectations to address the needs of the partner nations, improving their individual and collective capacity to successfully perform in a national, regional, and international context on defense and security issues.

Outreach

CHDS Visits to Partner Institutions and Partner Visits to Washington, D.C.

CHDS faculty and staff traveled extensively throughout the Hemisphere in 2011 to communicate with alumni, partner institutions, and prospective students about opportunities and programs at the Center. In addition to visiting 17 countries in the Hemisphere, faculty often used video teleconference (VTC) technology to deliver academic content to hundreds of interested security and defense professionals in their own languages.

CHDS has established active partnerships with 17 governmental institutions and many more non-governmental academic institutions where CHDS alumni are currently academicians or administrators.

In addition to CHDS in-region activities, the Center invites many partner institutions and policy makers to come to Washington, D.C. for partnership-building visits. In 2011, CHDS hosted more than thirty visiting delegations comprising almost 3,000 individuals. 2011 CHDS visitors included:



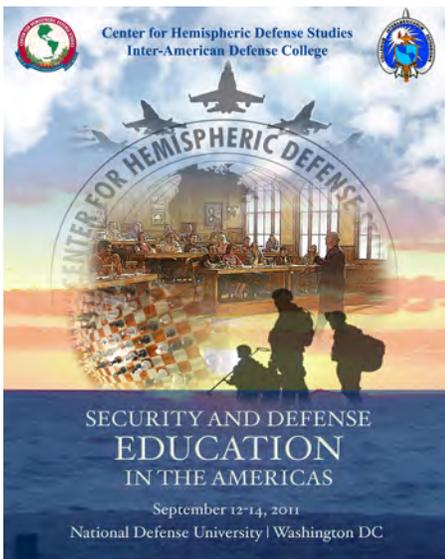
- Colombian Minister of Defense Rodrigo Rivera Salazar
- Panamanian Minister of Public Security Jose Raul Mulino
- Mexico's Naval War College (CESNAV)
- El Salvador's Center for High Strategic Studies (CAEE)
- Colombia's National War College (ESDEGUE)
- Chilean National Academy of Political and Strategic Studies (ANEPE)

Our faculty works closely with foreign partners and the U.S. Embassy Country Team in each country to develop targeted academic exchange programs that deliver appropriate and timely content to emerging leaders in the region, to learn about the initiatives of regional institutions, and to reinforce America's role as the international partner of choice for security and defense collaboration—academic and otherwise.



*Sub-regional Conference
July 2011, Santiago Chile*

CHDS sub-regional conferences gather exceptional CHDS Fellows as well as selected, internationally respected experts to present papers on security and defense topics of mutual concern and interest.



*Security and Defense Education Conference
September 2011, Washington, D.C.*

This thematic conference concluded a three-year series on security and defense education in the Americas. Co-hosted with the Inter-American Defense College, this event gathered leaders of over 120 government and nongovernmental security and defense studies institutions from throughout the Americas to present the results of a one-year research project by CHDS and Fellows on positive lessons and methodologies. CHDS presented the first comprehensive Western Hemisphere directory of these types of institutions, and will publish the results of the study in 2012.

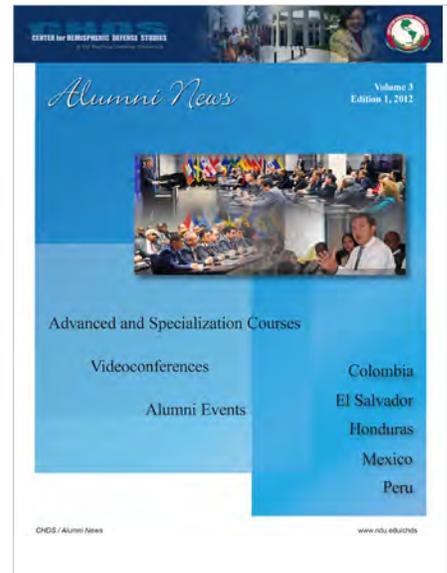


Alumni Associations

Alumni associations continue to play an important role in the CHDS mission to build and sustain relationships. 2011 was a year of change and renewal for many CHDS alumni associations. Two new associations were formed, while other established groups voted in new elected officials. The use of VTC technology and social media sites such as Facebook as tools for engagement and communication with CHDS, association members, as well as other alumni around the region, is expanding.

ALUMNI NEWS

Alumni News was launched in the fall of 2010 to showcase CHDS alumni and their achievements. The newsletter is published (in Spanish and English) about eight times a year and highlights association activities, individual alumni professional news such as job promotions and publications, as well CHDS regional outreach events.



OUTREACH EVENTS

Central America

El Salvador

The alumni association in El Salvador initiated a popular monthly educational VTC program in 2011 and also helped plan and execute June's TCI Seminar. The seminar was created by alumni association president Ricardo Gomez Hecht, and was based on his final project for a course he took at the Asia-Pacific Center for Strategic Studies.



participants began the process of establishing a Caribbean-specific alumni association, which is now officially based in Jamaica.

Dominican Republic

In 2011 the association held regular meetings and maintained an active Facebook page. The association also hosted visiting CHDS faculty for an alumni gathering in May.

Guatemala

The association is forming a VTC program that will be launched in 2012.

Honduras

Honduras established an alumni association at the end of FY2011, and a NationLab is scheduled for FY2012.

Caribbean

Regional and Jamaica

During the Alumni Workshop held in Washington, D.C., in September 2010, the English-speaking

South America

Argentina

The alumni association in Argentina is one of the flagship CHDS alumni associations. During 2011, the association regrouped and created association statutes, registering their association as a legal entity.

Brazil

CHDS faculty were invited to participate in drafting the first Brazilian Defense White Book and conduct programs for more than 5,000 officers in Brazilian military schools.

Bolivia

In Bolivia, CHDS was invited by the Office of the President (proposed by CHDS fellows within the government) to conduct a defense ministerial workshop, which resulted in a national counterterrorism strategy.

Chile

The alumni association in Chile hosted an alumni meeting prior to the start of the sub regional conference in Santiago in July. The meeting was attended by many local graduates, as well as alumni from other countries who were in Chile to attend the SRC.

Colombia

In August the Colombian alumni association co-sponsored a public conference, "Ten Years after 9/11: Evolution and Perspectives of International Terrorism," held at Universidad Militar Nueva Grenada and attended by more than 300 people.

Paraguay

The Paraguayan alumni association maintains a strong relationship with the U.S. Embassy Office of Defense Cooperation, and in July, hosted a CHDS visiting delegation, assisting with ministerial, congressional and academic visits.



Peru

In November 2010, the Peruvian alumni association sponsored its first annual security and defense conference attended by more than 275 military and civilian participants. Conference speakers included CHDS faculty along with professionals from the Western Hemisphere and Europe.

Uruguay

A CHDS delegation visited Uruguay in July 2011 with significant assistance from the alumni association that coordinated an extremely well-attended conference at Universidad Católica.





CHDS Alumni Throughput 2011

Western Hemisphere

Countries	2011 Graduates	Cumulative
Antigua and Barbuda	1	28
Argentina	15	322
Bahamas	1	11
Barbados	0	31
Belize	0	21
Bolivia	6	186
Brazil	29	276
Canada	2	32
Chile	35	323
Colombia	46	454
Costa Rica	7	75
Dominica	0	9
Dominican Republic	16	144
Ecuador	23	267
El Salvador	68	275
Grenada	0	11
Guatemala	17	164
Guyana	1	51
Haiti	5	31
Honduras	7	98
Jamaica	45	112
Mexico	163	519
Nicaragua	4	75
Panama	11	78
Paraguay	13	183
Peru	28	334
St. Kitts and Nevis	0	15
St. Lucia	0	8
St. Vin. & Gren.	0	6
Suriname	1	31
Trinidad and Tobago	2	45
United States	25	229
Uruguay	15	250
Venezuela	16	184
Other	2	48

2011 Graduates: 604
Cumulative: 4926

Non-Western Hemisphere

Countries	2011 Graduates	Cumulative
China	0	1
Equatorial Guinea	0	3
France	0	1
Israel	0	1
Jordan	0	2
Morocco	0	5
Netherlands	0	4
Nigeria	0	1
Pakistan	0	1
Poland	1	1
Portugal	0	1
Romania	0	2
Russia	0	1
Spain	0	20
Taiwan	0	1
Uganda	1	1
United Kingdom	0	2

2011 Graduates: 2
Cumulative: 48

Social Media Platforms

Throughout 2011, CHDS expanded its web presence in order to stay better connected with our geographically widespread alumni and greater online community. CHDS maintains Facebook pages in both English and Spanish, which, in combination with our Twitter account (@CHDSonline), is updated continuously to promote CHDS programs, events, awards, and publications. These sites are complemented by the CHDS Flickr account (<http://www.flickr.com/photos/chdsonline>) to which we post photos of our faculty and administrators at work, engaging in events and academic programs both in Washington, D.C., and throughout the region.

The following graphs highlight the surging popularity of our Facebook sites throughout 2011, which together reach users from at least 32 different countries.

Facebook English

<http://www.facebook.com/pages/Center-For-Hemispheric-Defense-Studies-CHDS/61099114218>



Facebook Spanish

<http://www.facebook.com/pages/Centro-de-Estudios-Hemisfericos-de-Defensa-CHDS/111736515513196>



On both our Spanish and English Facebook pages, we experienced a spike in activity following our summer 2011 courses. Alumni and fan activity on Facebook remained high and was increasing again at the end of FY2011.

e-Learning and Digital Resources



CHDS employs a host of online and digital resources to complement our on-campus academic programs, events, and publications.

CHDSNET

<http://chdsnet.org>

- dynamic and secure online community for CHDS faculty, staff, students, alumni, and participants to maintain contact

Blackboard

<http://ndu.blackboard.com>

- Class announcements, assignments, and reading material are posted through blackboard
- For our 11 courses in 2011, 328 students participated in online pre-course programs using blackboard

CHDS Website and Digital Resources

• <http://www.ndu.edu/chds/> and https://digitalndulibrary.ndu.edu/cdm4/search_chdspub.php

- all CHDS digital publications
- 9,715 documents have been downloaded since Digital Resources has been created

NDU Library/MERLN (Military Education Research Library Network)

<http://merln.ndu.edu>

- physical library as well as a vast array of research engines and article databases for educational use
- MERLN is public, and devoted to international military education outreach

Daily News Roundup

- free subscription service that gathers the day's top news stories in Latin American politics and security in one location, run by CHDS PAO and StratCom
- 590 new subscribers since June 2011, bringing the total non-CHDS faculty and staff readership to 3,450

Webstreaming of Courses and Events

- implemented in September 2011, combining a state-of-the-art VTC system with both live and on-demand streaming capabilities
- 634 web visitors from 52 different countries have used this new feature since its inception

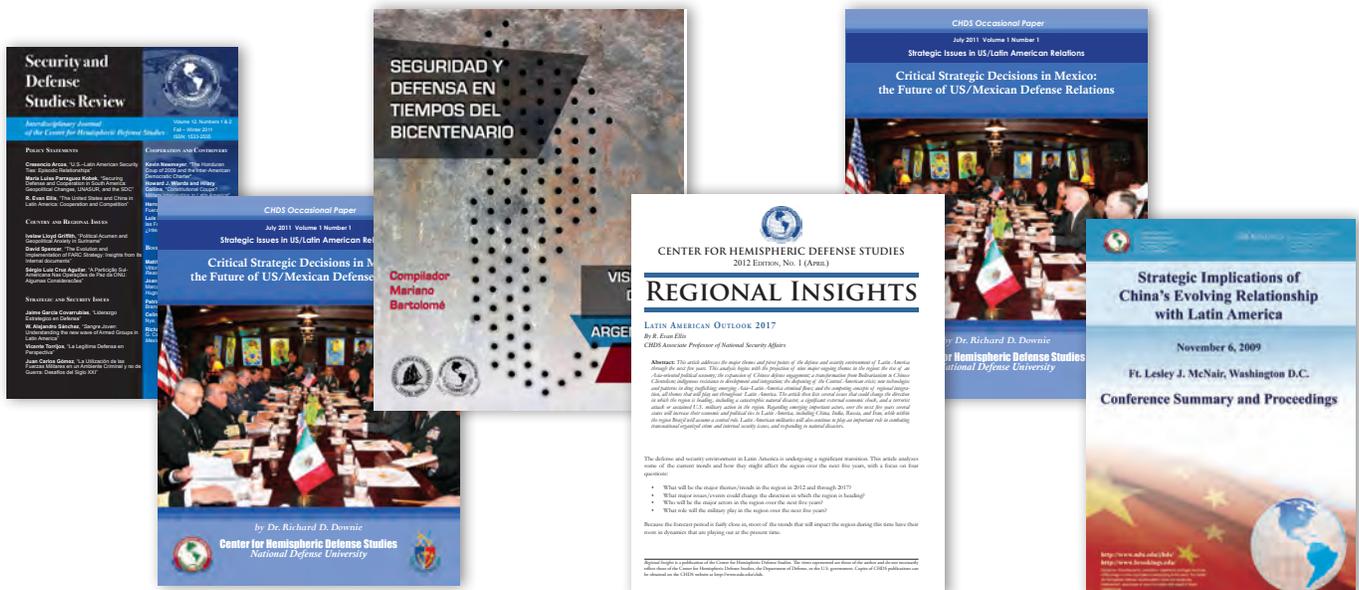
Research and Publications

The programs for Research and Publications have expanded substantially in 2011. Our new publications team and newly established list of literary outlets for CHDS publication will ensure future expansion in these programs.

The department welcomed a new team in 2011, headed by well-known Latin Americanist Howard J. Wiarda, Advisor to the Director and Assistant Director of Research and Publications. He is joined by Yamile Kahn, Managing Editor of Publications, and Patricia Kehoe, Assistant Editor.

2011 Program Overview

- **Security and Defense Studies Review (SDSR):** This academic journal, published twice yearly, contains scholarly articles, policy statements, and book reviews. Volume 11: Focus on Women in Defense and Security, published in December 2010, has been our most successful volume to date, with 2,956 print editions released to the public and 739 digital downloads from the CHDS website.
- **Research Papers:** These papers represent the culmination of stakeholder-sponsored research projects undertaken by CHDS faculty. 2011's ground breaking study, "Colombia's Road to Recovery: Security and Governance 1982-2010," identifies the key factors for the success of the Colombian government in reversing decades of strife and recovering democratic stability. The true value of this paper is the perspective of longtime participants and observers of Colombia's government and resulting analysis—a Colombia-specific analysis of the dynamics of success, largely absent from contemporary academic work on the subject.
- **Occasional Papers:** These papers provide a timely platform for actionable summaries of ongoing significant CHDS research. 2011-2012 marks the first series of these papers, titled "Strategic Issues in US/Latin American Relations." Dr. Richard Downie published "Critical Strategic Decisions in Mexico: The Future of US/Mexican Defense Relations," his study of contemporary US-Mexican military relations.
- **Regional Insights Newsletters:** These newsletters offer concise policy statements, containing timely analyses of important events and issues throughout the region.



Recognition and Acknowledgments



A rigorous pace of education, outreach, and research has kept the center buzzing with activity in 2011, but CHDS still found time to recognize some of the special people who have contributed immensely to the Center's academic and outreach programs throughout the year.

Throughout 2011, Dr. Richard Downie recognized and acknowledged individuals and groups for their significant contributions that reflect the Center's mission. These contributions include the promotion of education, research, outreach, and knowledge sharing in defense and security issues in the Western Hemisphere that lead to enhancing professional security and defense capacity, advancing a cooperative international security environment, fostering effective civil-military relations, and adherence to CHDS's core values.

Dr. William J. Perry Award for Excellence in Security and Defense Education 2011 Awardees

Individual Category

Former Brazilian Minister of Defense Nelson de Azevedo Jobim

The William J. Perry award in the individual category for Excellence in Defense and Security Education was awarded to the former Minister of Defense of Brazil, Mr. Nelson Jobim who as Defense Minister championed a strategic approach to his country's defense, both within Brazil and regionally. He led the process to review Brazil's National Defense Policy and launched the first Brazilian National Defense Strategy, working with the extensive participation of Brazil's civil society.



Institutional Category

The National Guard Bureau State Partnership Program

The 2011 William J. Perry award in the institutional category for Excellence in Defense and Security Education was awarded to the United States National Guard's State Partnership Program (SPP). The award was accepted by General Craig R. McKinley, USAF and current Chief of the National Guard Bureau; Lieutenant General John B. Conaway, USAF (Ret.) and former Chief of the National Guard Bureau and founder of the SPP; Major General Emmett R. Titshaw Jr., USAF and Adjutant General, State of Florida; and Major General James A. Hoyer, US Army and Adjutant General, State of West Virginia. Dr. Downie commended the Partnership's proven flexible and extremely diverse program, tailored to meet the security needs and capabilities of partner nations with a focus on long-lasting relationships and mutual trust. SPP activities include conferences and workshops to foster stronger institutions, cooperative solutions to shared problems, and advance leader development programs.



Special Recognition

In May of 2011, shortly before handing over his responsibilities as Military Deputy Commander of USSOUTHCOM, Lieutenant General P.K. (Ken) Keen paid a visit to CHDS, during which Dr. Richard Downie honored him with a certificate recognizing him as an Honorary Distinguished Member of CHDS.

Peruvian Major General Raul Larrea, the outgoing Chief of Studies at the Inter-American Defense College, was honored as a CHDS Ambassador of Goodwill.

Professors at the College of International Security Studies; Dr. Craig Deare and Dr. Thomaz Costa earned honors as Distinguished Members Emeritus of CHDS for their years of hard work on behalf of the Center.

Visiting Professor and Colombian Colonel Juan Carlos Gomez, Director of Colombia's Military Institute for Aeronautics (IMA) received the CHDS Director's Award for Excellence as he continues the mission of security and defense education in the Americas.

Lieutenant General (Ret.) Julio Hang of Argentina and the Honorable Albert Zapanta, CEO U.S.-Mexico Chamber of Commerce recognized as Honorary Distinguished Senior Fellows of CHDS for their teaching excellence.



Dr. Luis Kun received special recognition as one of three individuals on the Board of Governors of the Institute of Electrical and Electronic Engineers (IEEE) Computer Society to receive the 2011 Golden Core Member Award. With more than 450,000 members worldwide, the IEEE is the world's largest professional association dedicated to advancing technological innovation and excellence for the benefit of humanity.

Looking Ahead

With an eye on the evolving needs of the future, the Center continues to reassess itself and to make adjustments to ensure that CHDS and its products remain on the cutting edge.

For the past two years, we have conducted a continuous, detailed, 360-degree clean-slate review by developing and modifying various methodologies while leveraging current and emerging technologies. This process has provided incredible dividends. We continue to ensure that our flagship SDP course provides the most up-to-date content for our Western Hemisphere Fellows and Partners to develop, coordinate, and present the best consultations to their national leaders and opinion makers. We will also expand our use of blended learning, which requires Fellows to accomplish more via distance learning prior to meeting in-residence for an even more enriching educational experience.

We will expand our educational outreach offerings in the newly established specialized programs so that CHDS Fellows acquire an advanced, thematically focused policy framework to enhance their capacity to serve successfully at the highest levels. Supporting this effort, we will seek to attract and invite advanced practitioners to participate in these events in order to provide broader experiences and lessons learned to current CHDS Fellows, employing the blended-learning methodology to deliver specialized-level courses, workshops, and seminars. We will also expand our Senior Executive interaction offerings by providing more opportunities for multi-national, multi-disciplined seminars and workshops that enhance the already powerful tool sets provided to senior executives, such as hands-on approaches and access to the most recent leaders and opinion makers available.

Our research and publications programs advanced to a new level with the arrival of a veteran editor and publications supervisor. CHDS will continue to publish its acclaimed *Security and Defense Studies Review* and Regional Insights pieces, in addition to new publication series. CHDS will host bimonthly Hemispheric Forums to address developing concerns in the region. Our publications staff actively seeks submissions from CHDS alumni as well as potential Fellows and interested parties who want to share their ideas, lessons learned, and stories of success. While CHDS will strive to keep publishing the much-sought after hard copies, we also plan to explore the diverse array of online and digital publication opportunities available to us to most efficiently use our publishing resources.

Bringing together all these executive policy education outreach efforts will result in an ever-expanding role for our research and publications team. We will broaden partner institution and alumni collaboration through our new user-friendly, password-protected web portal, CHDSnet. CHDSnet will provide participants with a space to use as a repository for sharing of information, lessons learned, and after-action reports for the benefit of others. CHDSnet will also support webinars and real-time chats between professional practitioners and scholars.

The biggest shift in CHDS programming going forward will be our expanded in-region outreach. CHDS faculty and staff are developing mobile versions of our in-residence courses, workshops, and seminars in response to both demand and fiscal realities. CHDS has expanded and strengthened the former Faculty Outreach Seminar into the CHDS Executive Outreach Seminar that will include coordination and support from alumni groups and partner institutions as well as the US Embassy team to assist delivery of integrated events including executive dialogues, alumni workshops, and academic engagements. The initial 2011 beta tests exceeded CHDS and partner nations' expectations and proved to be an exceptionally efficient and effective methodology.

CHDS faculty and staff are very excited about our new methodologies and plans to continue to meet or exceed the expectations of stakeholders and clients alike.



RESIDENT COURSES

Strategy and Defense Policy (SDP) course (1998-2011)

- 1,675 graduates
- 36 countries

Caribbean Defense and Security Course (CDSC) 1998-2010

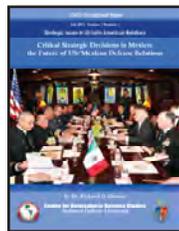
- 404 graduates
- 36 countries

Advanced Courses (six courses) 2007-2011

- 329 graduates
- 34 countries

Amistad – “Defense Transformation” course with Inter-American Defense College (IADC) 2001-2009

- 547 graduates
- 22 countries



Inter-Agency Coordination and Combating Terrorism (ICCT) 2004-2011

- 515 graduates
- 27 countries

Perspectives on Homeland Security and Defense (PHSD) 2009-2012

- 156 graduates
- 20 countries

Senior Executive Dialogue (SED) 2004-2007

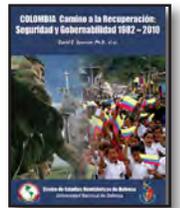
- 97 graduates
- Ministers, Vice-Ministers, Chiefs of Defense

Executive Defense Management Seminar (EDMS) 2009

- 25 graduates
- 13 countries

Washington Security and Defense Seminar (WSDS) for the Washington D.C. diplomatic community 1998-2011

- 528 graduates
- 34 countries



OUTREACH

Defense Education Seminars (EDS) and Research and Education in Defense Security Studies Seminars (REDES) 1998-2003

- 1,274 participants
- 39 countries

Sub-Regional Conferences (SRC) 2005-2011

- 1,028 participants
- 24 countries

Advanced Policymaking Seminars (APS) 2004-2011

- 442 participants
- 33 countries

NationLabs 2008-2011

- Computer simulation exercises with partner institution (National War Colleges, universities and the Inter-American Defense College)
- 22 countries
- 2,014 participants

National Security Planning Workshops (NSPW) 2004-2011

- 14 events in 10 countries
- 500 senior leaders in attendance



ALUMNI

Alumni Associations (19)

Argentina	Jamaica
Belize *	Panama*
Brazil *	Paraguay
Chile	Peru
Colombia	Trinidad & Tobago *
Costa Rica *	Uruguay
Dominican Republic	Venezuela
Ecuador	
El Salvador	* Informal Association
Guatemala	
Guyana	
Haiti *	

RESEARCH

2011 Research Projects

- Political-Military Relations and Defense Transformation for the 21st Century
- Colors of Democracy in Latin America
- Governance, Democracy and Security in a Globalized World
- Trends in Hemispheric Security Regimes
- Radical Populism in Latin America and the Impact on Security and Defense
- Private Security in Latin America
- El Salvador in Iraqi Freedom
- Iran and the Americas
- Colombia Case Study
- Ethnic Politics and Security



Center for Hemispheric Defense Studies as of September 30, 2011

Office of the Director

Director	Dr. Richard D. Downie
Deputy Director	Mr. Kenneth LaPlante
Political Advisor	AMB (Ret.) Cresencio Arcos*
Director, Research and Publications	Dr. Howard Wiarda
Measures of Effectiveness	Dr. Olivia McDonald*
SOUTHCOM Executive LNO	Mr. Steven A. Meyer
NORTHCOM Executive LNO	Mr. Rick Taylor
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Strategic Program Manager	Mr. Michael Mann
Managing Editor	Ms. Yamile Kahn
Executive Assistant to the Director	Ms. Maritza Monteverde
Executive Administrative Assistant	Ms. Denise Alvarez
Research Assistant	Ms. Patricia Kehoe

Dean, Academic Affairs

Dean	Dr. Luis Bitencourt
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Associate Professor	Dr. Patricia Escamilla-Hamm
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Assistant Professor	Ms. Celina Realuyo
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Military Faculty	CAPT Ricardo Hurtado
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Research Analyst	Ms. Andrea Moreno*

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Professor	Dr. Luis Kun
Professor	Dr. Salvador Raza
Associate Professor	Dr. Isidro Sepúlveda
Assistant Professor	Dr. R. Evan Ellis
Assistant Professor	Mr. Kevin P. Newmeyer
Assistant Professor	BG (Ret.) Boris Saavedra
Assistant Professor	RADM (Ret.) Pedro De La Fuente
Assistant Professor	Dr. Alejandro Arbelaez

Dean, Students, Administration, and Outreach

Dean	MG (Ret.) John Thompson
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Web Technician	Mr. Alex Podpoly
GlobalNet LNO	Ms. Damarie Rovnak*
Database Specialist	Ms. Alicia Beall*

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CENTER FOR HEMISPHERIC DEFENSE STUDIES

Staff & Faculty



Center for Hemispheric Defense Studies
260 5th Avenue, Building 64
Ft. McNair, D.C. 20319-5066