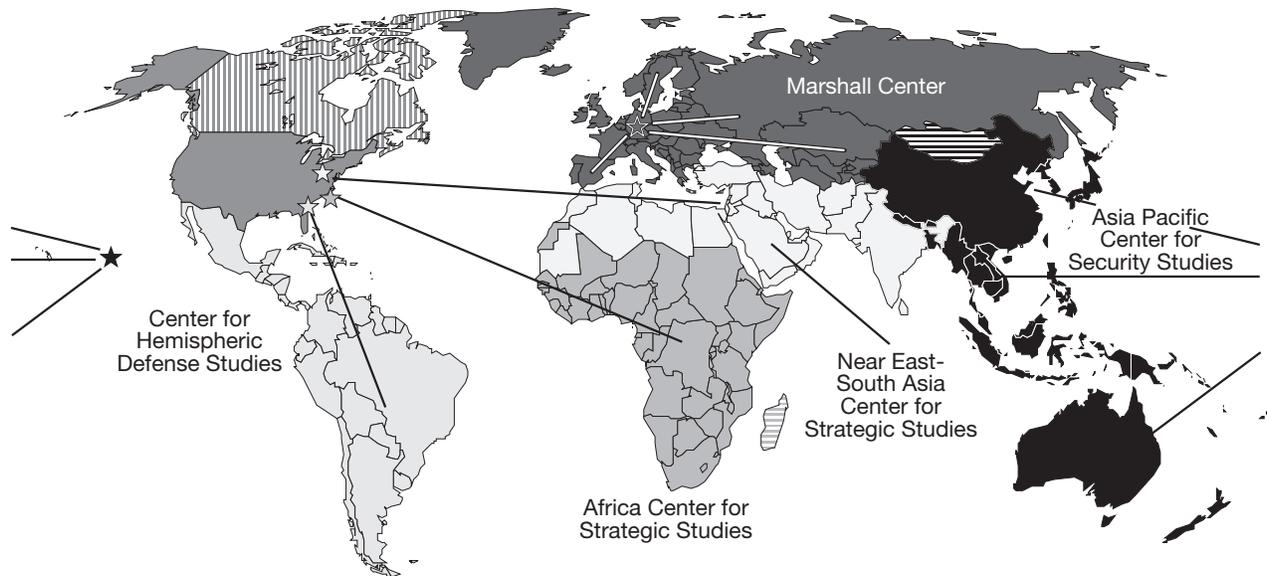

FEATURE ARTICLES

The Department of Defense Regional Centers for Security Assistance Studies



Providing international venues for bilateral and multilateral study, communication, and exchange of ideas. The Department of Defense (DoD) Regional Centers for Security Studies are:

- The George C. Marshall European Center for Security Studies
- The Asia Pacific Center for Security Studies
- The Center for Hemispheric Defense Studies
- The Africa Center for Strategic Studies
- The Near East South Asia Center for Strategic Studies

The regional centers are the principal strategic communications tools for creating a regional dialogue on U.S. security policy for the Secretary of Defense. They provide international venues for bilateral and multilateral study, communication, and exchange of ideas involving military and civilian participants. Consistent with the Secretary's new vision for the centers, their core objectives are to:

- Counter ideological support for terrorism
- Harmonize views on common security challenges
- Educate on the role of defense in civil societies

The Secretary of Defense charged each of the Directors to transform the regional centers to meet the challenges of the post-September 11, 2001 world. In addition to articulating the three core objectives areas listed above, the new vision includes the following guidance for the centers:

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- Focus on improving alumni outreach programs to better communicate with and influence foreign security elites.
 - Maximize collaboration with the Office of the Secretary of Defense (OSD) to ensure that center programs are consistent with U.S. government policy and that policy-makers are informed by the centers' wealth of expertise.
 - Increase coordination among the centers.
 - A collaborative set of centers with a coherent message exceeds the sum of their individual contributions.
 - Strive to become test beds for interagency jointness by strengthening ties with the Department of State (DoS) and other agencies.
 - Help lead the Department's efforts to improve cooperation with non-government organizations, particularly humanitarian organizations, to inform U.S. government decision-making in crises.
 - Expand participation to include more non-government elites who shape opinions and inform decisions on security issues in the region.
 - Create a common information technology network to improve alumni outreach efforts and strengthen collaboration among centers, other DoD educational institutions, and OSD policy.
 - Cooperate on the transition to the Defense Security Cooperation Agency (DSCA) as the unified executive agent for all centers.

On 29 September 2005, the Deputy Secretary of Defense signed the memorandum establishing the DSCA as the executive agent for the regional centers effective 1 October 2005. As the executive agent, the Director, DSCA, subject to the policy oversight of the Under Secretary of Defense for Policy (USD(P)) is responsible for programming, budgeting, and execution for all resources necessary to support the operation of the regional centers, to include all operation and maintenance costs (including personnel costs and base operations support costs), except that the Secretary of the Army shall remain responsible for base operations and personnel support for the George C. Marshall European Center for Security Studies in accordance with DoD Directive 5100.3.

In addition to their relationship with DSCA, the directors of the regional centers, also subject to the policy oversight of the USD(P), report to, and are currently under the authority, direction, and control of, commanders of the combatant commands, as follows:

- U.S. European Command: George C. Marshall European Center for Security Studies
- U.S. European Command: Africa Center for Strategic Studies
- U.S. Pacific Command: Asia Pacific Center for Security Studies
- U.S. Southern Command: Center for Hemispheric Defense Studies
- U.S. Central Command: Near East-South Asia Center for Strategic Studies

In fiscal year 2006, the regional centers were the Department's primary asset for regional outreach and network-building efforts, extending programs and events to more than 7,000 representatives from over 160 different countries. The regional centers programs target foreign military officers, civilian security and defense policy officials, and key non-government influencers with:

- Resident programs conducted at the regional centers
- Regional in-theater programs

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- Outreach opportunities in conjunction with a permanent regional presence

Each of the RC's utilizes sophisticated pre- and post- attendance surveys to gage the effectiveness of the program material and reinforce continued communication with the participant.

Resident programs conducted at the centers not only provide academic instruction, they leverage the opportunity for participants to gain an American cultural experience at the same time. The centers in the Washington D.C. area also target representatives of the diplomatic corps. For fiscal year 2006, almost 60 percent of the programs offered were resident programs. That ratio will decrease to the 30-40 percent range by fiscal year 2009 as funding becomes available to increase regional in-theater programs.

Regional in-theater programs provide unique "outreach" opportunities to understand regional challenges and concerns and tailor the content of seminars, courses and workshops. Due to the flat budget projections from fiscal years 2007 to 2008 the regional centers will concentrate on revising and expanding their regional in-theatre program offerings focusing on realigning their priorities to meet the *Quadrennial Defense Review* objectives. The in-theater programs provide the foundation for initiating and developing relationships with key influences within the various countries.

The regional centers continue to redesign their programs in response to Presidential and DoD directives, placing renewed emphasis on countering ideological support for terrorism. For example, in fiscal year 2007 each of the centers will pursue a diverse group of regional center partners to offer real-world, case study-oriented courses that leverage existing, regional military, governmental and non-governmental educational institutions. All five centers propose adding programs or content on understanding and responding to terrorism, and will continue to refine content. A key example is the Stability, Security, Transition, and Reconstruction (SSTR) Course that is being designed to develop and enhance security practitioner knowledge of and skill in planning, preparing, and responding to the myriad of complex challenges of an SSTR scenario. Overall, in fiscal year 2007 the centers will include counter terrorism modules in almost 80 percent of all program offerings.

The regional centers are also placing additional emphasis on new programs designed to build on relationships with former participants, creating valuable in-roads to key regional leaders. Beginning in fiscal year 2009, the centers will increase outreach offerings by 25 percent, including in-region courses, in-region conferences, in-region workshops, in-region seminars, and former participant activities. The centers will also increase their leverage of communication products through multimedia, distance learning, newsletters, e-bulletins, and web casts to synchronize outreach efforts, reaching a larger group in less time.

In-region presence is seen as essential to building a network to leverage former participant as a mechanism to influence

- Military organizations
- Governments
- Academics
- Key civil society actors
- Representatives of international organizations
- Non-governmental organizations
- Private sector entities important to U.S. government and DoD goals and objectives in the region

Beginning in fiscal year 2007 the centers will expend significant efforts to establish a permanent footprint in the Middle East and African regions. Additionally, all of the centers will increase their

engagement with regional military war colleges and civilian universities to partner on programs, developing additional relationships to facilitate strategic communications in their regions.

Combatant commanders have reported they consider the regional centers to be among their most effective security cooperation programs. Key partners also recognize the value of participation in the centers:

- One center alone counts among its alumni two ministers of defense
- One minister of foreign affairs
- Eight chiefs or deputy chiefs of defense
- Twelve chiefs or deputy chiefs of service
- Twenty-five ambassadors

The articles on the following pages highlight the uniqueness of each Center and their impressive contributions to their regions.