

CENTER FOR CIVIL-MILITARY RELATIONS



PROVEN EXPERIENCE IN BUILDING PARTNER CAPACITY
ESTABLISHED IN 1994



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FOR MORE DETAILED INFORMATION ON OUR PROGRAMS AND SCHEDULES PLEASE VISIT CCMR.ORG

LETTER FROM THE DIRECTOR

Thank you for your interest in the Center for Civil-Military Relations (CCMR). We are pleased to provide this brochure as an introduction to our programs.

CCMR's successful record of meeting demands of civil-military education is well known throughout the security cooperation community. Whether you decide on an established program or we custom-build one for you, CCMR will provide high-level executive education products that benefit from our wealth of resident expertise, wide-ranging teaching and training experience, and our unique vision of graduate education.

We continually adapt our materials and methods to meet the evolving state of world affairs, while our well-established programs clearly demonstrate our core competencies nationally and abroad. Our seminars, workshops and courses bring active and applied learning to a variety of civil-military subjects through In-Residence courses, Mobile Education Teams (MET), and Distance Education programs.

At CCMR we take pride in:

- Providing a high quality, graduate-level educational experience, custom-designed to meet the specific objectives and conditions of recipient countries.
- Bringing both academic and practical backgrounds to each program, offering both theoretical and applied solutions to global civil-military challenges.
- Using international best-practice approaches to achieve the educational objectives of each program.
- Incorporating world-class civil-military faculty and subject-matter experts in all our work.

I invite you to contact CCMR, especially the CCMR Program Managers identified in this brochure, if you have any specific questions. On behalf of CCMR, we look forward to working with you in the future.

Sincerely,

A handwritten signature in black ink, appearing to read 'RJ Hoffman', with a long horizontal flourish extending to the right.

Richard J. Hoffman
CCMR Director

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ABOUT THE CENTER

Based at the US Naval Postgraduate School (NPS) in Monterey CA, the Center for Civil-Military Relations (CCMR) was established in 1994 to assist newly emerging democracies in addressing the civil-military challenges of the post-Cold War world. In the two decades since its founding, CCMR has evolved to partner with a much broader range of regions and countries. Within the contemporary security environment, CCMR enables current US policies and strategies by offering a full spectrum of civil-military related programs.

Today, CCMR has the mission of building partner capacity and improving interagency and international coordination and cooperation by addressing civil-military challenges. These challenges include: enhancing civil-military relations, supporting defense reform and institution building, improving peacekeeping and peacebuilding operations, and combating terrorism.

CCMR is a Department of Defense (DoD) organization within the Naval Postgraduate School. The Center prepares practitioners from all over the world for new levels of leadership in their national security communities.



SPONSORS

CCMR is a Department of the Navy reimbursable organization. Its mission is presently sponsored by such diverse US security/government organizations as:

- US Department of State
- US Department of Defense
- Defense Security Cooperation Agency
- US Combatant and Component Commands
- The Joint Staff
- US Navy
- US Army



For more information about sponsoring CCMR programs, please contact us at: ccmrinfo@nps.edu

With the support of sponsors, the Center also implements key components of the US National Security Strategy by supporting stakeholders in enhancing their ability to accomplish their missions.

For example, CCMR's Defense Governance and Management Team (DGMT) implements several DoD Defense Institution Building (DIB) initiatives. DIB programs empower partner nation defense institutions to establish structures, policies, and procedures to make the defense sector more effective, affordable, accountable and responsive to civilian control. Done well, DIB programs enable partner nation defense governance, sustain security assistance and partner investments, increase sustainability of key functions and capabilities, and enable closer interoperability with the U.S. and/or its allies.



CCMR operates in more than 100 countries, serves over 20,000 participants, and delivers more than 400 events a year.



Democratic Civil-Military Relations



Defense & Security Decision-Making



Educational Support to Operational Commands



Peacekeeping & Peacebuilding Operations - Disaster Response



Civil-Military Responses to Terrorism



Defense Reform / Institution Building



Publication & Research in Civil-Military Relations



CCMR provides high quality, graduate-level and professional education that is custom-designed to meet the specific objectives and conditions of recipient countries.

CCMR CORE COMPETENCIES

Addressing interagency and international coordination is at the heart of today's civil-military challenges. The Center greatly enhances and supports the effectiveness of its programs through its wide range of capabilities.

CCMR core competencies include, but are not limited to:

- Democratic Civil-Military Relations
- Defense Reform/Institution Building
- Defense & Security Decision-Making
- Educational Support to Operational Commands
- Peacekeeping & Peacebuilding Operations & Disaster Response
- Civil-Military Responses to Terrorism
- Publication & Research in Civil-Military Relations

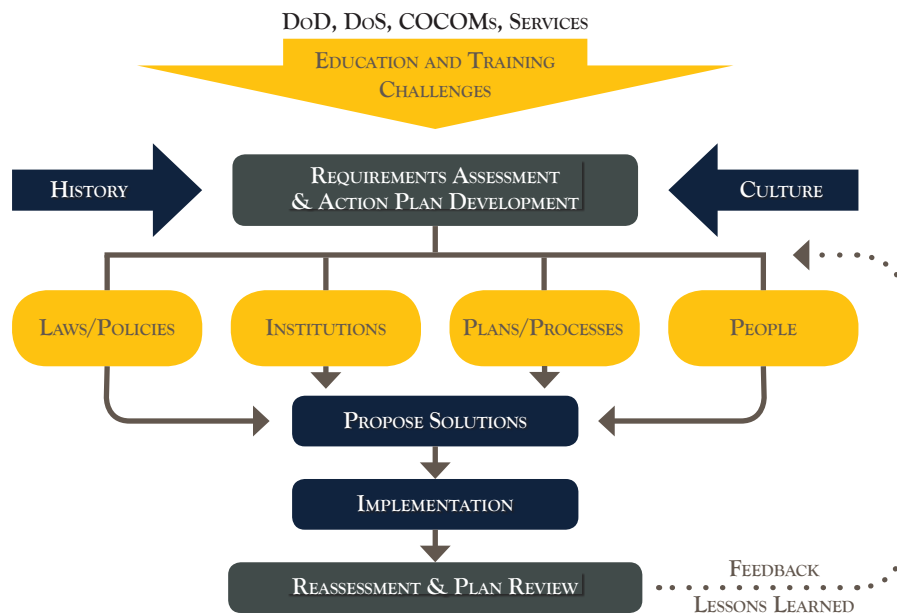
CCMR provides a wide range of education and training products and services available from a single education and training partner.

■ Developing Customized Solutions

CCMR assists sponsors in addressing their education and training (E&T) challenges by developing and implementing customized E&T solutions. Our programs and activities are tailored to meet the mutual security interests of our sponsors and the countries and regions in which we work. As a result, CCMR's competencies cover a wide variety of topics and activities.

CCMR develops and brings together a variety of approaches to address the myriad of civil-military challenges throughout the world. The Center applies these approaches using the following process:

- 1) Understand fully the sponsor's education and training challenges;
- 2) Conduct a comprehensive national assessment (considering the historical and cultural context);
- 3) Develop a well-researched action plan;
- 4) Implement the agreed action plan in coordination with national actors;
- 5) Provide continuous reassessment review and refinement of the agreed plan

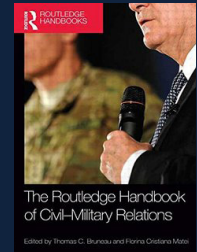


■ Leveraging World-Class Faculty and Subject-Matter Experts

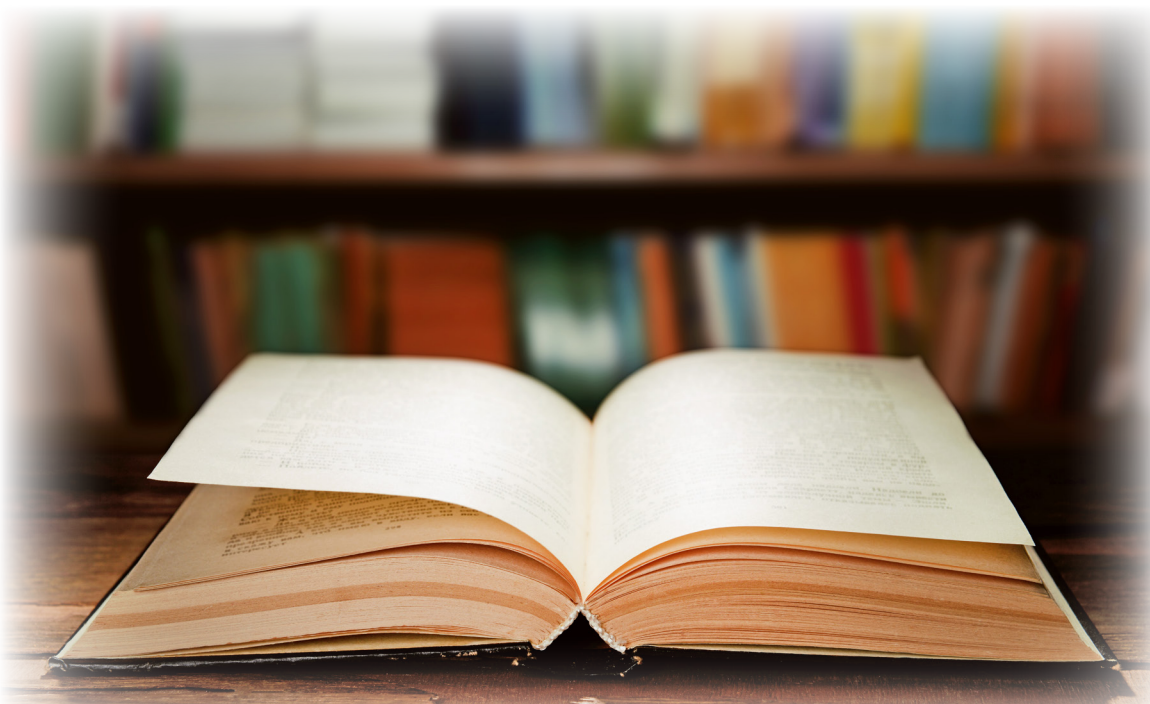
CCMR leverages NPS's teaching and research capabilities by involving university faculty in the design and facilitation of its educational activities. Additionally, the Center employs a wide network of multinational subject-matter experts. Teams include academic experts, retired high-ranking military officers, and civilian experts from allied and partner governments or executive agencies.

■ Leading Civil-Military Relations Curriculum Development

CCMR's faculty is continuously and actively contributing to the body of knowledge in civil-military relations by organizing and participating in international conferences with large audiences from both practitioner and scholarly fields; conducting research in various countries, publishing textbooks, as well as by actively publishing its findings.



More than 700 faculty members and subject matter experts contribute to CCMR efforts on an annual basis.

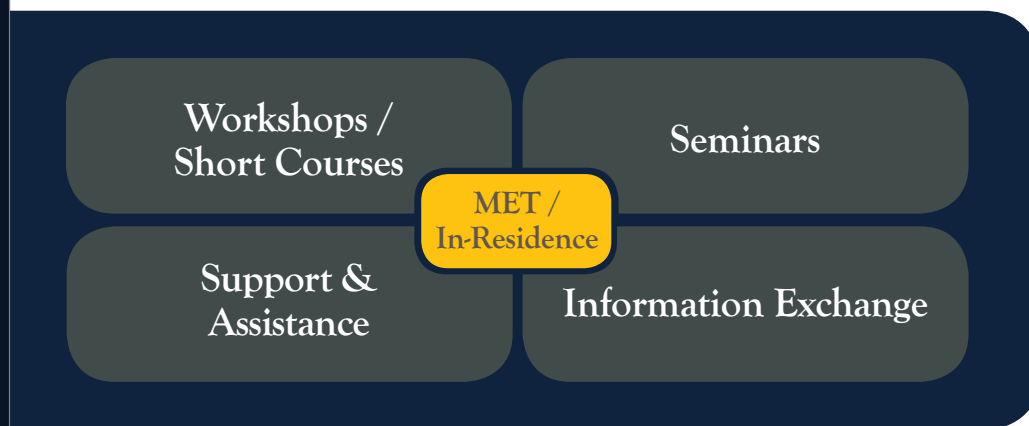


The Center offers graduate level courses, workshops and seminars focused on individuals, leaders, and organizations, units or groups.


■ Building Partner Capacity Through Education

CCMR's core mission is to build partner capacity through a wide variety of educational formats including: 1) In-resident and mobile programs, 2) distance-learning, and 3) exercises.

1. **Mobile Education Teams & In-Resident Programs:** CCMR conducts Mobile Education Teams (MET) abroad for specific countries and/or regions, as well as in-residence courses, workshops, and seminars at NPS in Monterey, CA.



2. **Distance Learning:** CCMR complements its education experience with distance-learning courses. These courses can be taken online one to two months prior to attending a seminar.
3. **Exercises:** CCMR offers multinational and interagency exercise planning, design, control and evaluation in support of Combatant Command partnerships.
4. **Informative Exchange:** CCMR is constantly sharing Civil-Military Best Practices and Lessons Learned with U.S. Allies and Partners around the world.

A man in a dark suit and blue shirt is seen from the back, standing at a podium. He is looking down at a laptop on the podium. A microphone is positioned in front of him. The background is a large, blurred audience of people seated in rows, suggesting a formal event or conference. The lighting is warm and focused on the speaker.

“The critical thinking and problem solving learned at the Naval Postgraduate School are something that will be used every day of your careers. What I learned here as a student was very valuable to me and to my service.”

– Vice Admiral Ronald A. Route USN (Ret.),
President of the Naval Postgraduate School



CCMR PROGRAMS

Please visit
www.ccmr.org
for a complete list
of regional and
functional activities.

CCMR's unique capacity-building programs utilize cutting-edge theoretical and applied expertise. Our programs promote democratic defense management norms throughout the world in order to improve legitimacy, effectiveness and efficiency of defense and security institutions. The degree of engagement varies for each region, country or partner.

REGIONAL PROGRAMS

FUNCTIONAL PROGRAMS





Africa



Asia-Pacific



Europe



Latin America



Middle East & Central Asia



Leader Development & Education
for Sustained Peace (LDESP)

Regional Programs

AFRICA PROGRAM

Focus

The CCMR Africa Program is focused on delivering civil-military relations education to a broad selection of civilian (governmental and non-governmental) and military participants in Africa. From 2000 to 2015 CCMR has conducted 100 seminars in 32 African countries, working with more than 5,339 Africans.

The Africa Program engages with African leaders at the strategic level to promote democratically elected civilian control of the armed forces, effective and efficient militaries, police, courts and governmental institutions to support vibrant, safe and secure societies in Africa.

Competencies

- Military, civil society & democratic governance
- Civil-military relations in transitional/post conflict societies
- Strategic direction/national security planning
- Roles & missions for security forces
- Relations with the Legislative Branch
- Media relations
- Military professionalism
- Civic education
- HIV & AIDS
- Electoral process

SAMPLE ACTIVITIES

- Course: Local Civil-Military Relations
- Course: National Security Planning
- Course: Security Forces and the Electoral Process
- Course: Civil-Military Relations for Junior Military Leaders

NOTE: ALL COURSES ARE CUSTOM-BUILT FOR SPECIFIC CIVIL-MILITARY AUDIENCES



Program Manager: Nick Tomb

Nicholas Tomb is the Program Manager for the Africa Program at CCMR. Prior to managing the Africa Program, Mr. Tomb served as the Assistant Program Manager for the Collaborative & Adaptive Security Initiative (CASI) and the Prevention, Relief & Recovery (PR&R) Program, and as a Program Coordinator for the Center for Stabilization & Reconstruction Studies, also at the Naval Postgraduate School (NPS). His focus is on executive education, conflict management, conflict resolution, post-conflict recovery, civil-military relations and civil society organizations.

Nick Tomb

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ASIA-PACIFIC PROGRAM

Focus

The CCMR Asia-Pacific Program helps to develop security cooperation activities for developing countries within the Asia-Pacific region. These efforts benefit participating countries and strengthen the relationship between the US and Asia-Pacific countries for the advancement of democracy, rule of law and human rights. The Asia-Pacific Program leverages CCMR civil-military capabilities through the use of CCMR faculty and other subject-matter experts, and by teaming with associated programs such as the Defense Institution Building (DIB), Asia-Pacific Regional Initiatives (APRI) and the Combating Terrorism Fellowship Program (CTFP). The Asia-Pacific Program coordinates activities with US Embassy country teams, Pacific Command country specialists and Offices of Defense Cooperation to build defense capacity within developing Asia-Pacific partner countries.

Competencies

- Developing of security cooperation activities with the Asia-Pacific region through educational events, consulting and support services.

SAMPLE ACTIVITIES

- Response Exercise and Exchange in Bangladesh and Nepal
- International Defense Transformation Seminars in Indonesia
- Advanced Civil-Military Affairs Curriculum Development for Sri Lanka
- Subject Matter Expert Support to US Army Pacific Disaster Response



Program Manager: William J. Martinez

William J. (Bill) Martinez is the Deputy Director for Programs within the Center for Civil-Military Relations (CCMR). A highly decorated combat veteran and leadership expert, he oversees all programs within CCMR to include GPOI (Global Peace Operations Initiative), DIB (Defense Institution Building), LDESP (Leader Development & Education for Sustained Peace), PR&R (Prevention Relief & Recovery), CASI (Adaptive Security Initiative), CTFP (Combating Terrorism Fellowship Program), Exercises, IDT (International Defense Transformation), and IDARM (International Defense Acquisition & Resource Management). As an NPS Lecturer he also teaches courses in Civil-Military Relations and Security Cooperation.

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EUROPE PROGRAM

Focus

The CCMR Europe Program has been designed to meet US policy guidance and priorities for the unique European security environment. The Program assists in the consolidation of democracy in reforming Eastern and Central European countries in the form of building competencies in defense governance. Activities include seminars that address the elements of civil-military relations and the concept of civilian control of armed forces, and advice to rebuild national defense organizations.

Competencies

- Analytical support to policymakers to determine the state of development of defense institution in legacy defense organizations.
- Recommendations to U.S. policy-makers, based on the findings outlining advice and assistance options to address identified institutional challenges.
- Based on extensive experience operating in the region and informed by change management principles, advice to inform decision-making on how best to improve the operation of existing management practices of a national defense organization.
- Assist countries in reforming existing defense management systems through developing defense planning tools and methods.

SAMPLE ACTIVITIES

- Seminar: Translating Policy into Defense Plans and Controlling Financial Execution
- Seminar: Development of Defense Planning Tools and Methodology
- Seminar: Development of Defense Structures in a Communist Legacy Environment
- Support: Development of Human Resource Management and Implementation Strategies
- Support: Development of National-Level Logistics Policy



Program Manager:

Thomas Young

Dr. Thomas-Durell Young is the Program Manager for the European regional program. Prior to joining CCMR, Dr. Young was a Research Professor at the Strategic Studies Institute of the US Army War College. He holds a Ph.D. in international economics and policy from the Institut Universitaire de Hautes Etudes Internationales, Université de Genève and an M.A. with Great Distinction from the School of Advanced International Studies, the Johns Hopkins University (Bologna/Washington, DC). He has authored/co-authored 6 books and monographs and more than 100 book chapters, articles and book reviews.

Thomas Young

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LATIN AMERICA PROGRAM

Focus

The CCMR Latin America Program brings together military officers and civilian practitioners to focus on real and pressing issues relating to democratic civilian control and military effectiveness. Since the first CCMR Latin America Program in Honduras in 1996, the Center has delivered, on average six seminars annually in Central and South America and the Caribbean. In addition to the seminars and workshops, CCMR faculty also supported the development of civil society organizations including non-governmental organizations (NGOs), think-tanks and university programs (both military and civilian) that focus on national security.

Competencies

- Military, civil society, and democratic governance
- Achieving democratic control of the armed forces
- Formulating national security strategies
- Defining roles and missions for security forces
- Relations with the Legislative Branch
- Intelligence reform in a democracy
- Joint structures and joint education
- Strategic communications
- Women in the military

SAMPLE ACTIVITIES

- Course: The Military and the Media
- Course: Democratic Control of Intelligence Agencies
- Course: The Legislature and the Armed Forces
- Course: Asserting Civilian Control over the Military
- Course: The Military and Civil Society
- Course: Net Assessment and Strategic Planning



Program Manager:

Cristiana Matei

Florina Cristiana (Cris) Matei joined CCMR in 2003. Ms. Matei has researched, published and lectured on a wide range of issues concerning civil-military relations, democratization, Security Sector Reform (SSR), intelligence, countering/combating terrorism, organized crime, and street gangs, as well as strategic communications for CCMR's resident and non-resident programs, NPS/NSA graduate courses, as well as international conferences. She is one of the co-editors of the *Routledge Handbook of Civil-Military Relations*, published in 2012.

Cristiana Matei

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MIDDLE EAST & CENTRAL ASIA PROGRAM

Focus

The CCMR Middle East & Central Asia Program focuses on building partner capacity by addressing the most critical security challenges in these regions. These challenges include: combating violent extremist organizations; conducting counter-insurgency operations; ethnic and religious strife; maritime security; cyber security; and executing humanitarian and disaster relief operations.

Competencies

CCMR works with Middle East and Central Asia partners to address challenges by:

- Building and transforming defense institutions
- Developing strategy, policy, and doctrine
- Building capacity in acquisition and procurement
- Improving interagency coordination
- Developing processes for sound defense decision-making
- Creating accountability and transparency in defense institutions
- Contributing to security sector reform
- Strengthening civil-military relations

SAMPLE ACTIVITIES

- Coordinating Institutional Counter-Terrorism Efforts
- Fighting Terrorism with Improved Defense Decision-Making
- Planning for the Risk of Ethnic & Religious Violence
- Strengthening Civil-Military Relations: Media Relations
- Strategic Planning for Disaster Response
- Strengthening Maritime Border Security
- Expanding Defense Relationships and Mechanisms for Cooperation



Program Manager: Mark Huber

Mark works in Tampa, Florida, to provide optimum support to US Central Command's security cooperation professionals. He joined CCMR after serving as Associate Dean of the School of International Graduate Studies at the Naval Postgraduate School (NPS) where he contributed to a wide range of security cooperation programs and led the development of Foreign Area Officer (FAO) education programs. He graduated with distinction from NPS in 1992, earning a master's degree in National Security Affairs focused on the Middle East. He retired from the Navy in 2011.

Mark Huber

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(LDESP) LEADER DEVELOPMENT AND EDUCATION FOR SUSTAINED PEACE PROGRAM

Focus

The Leader Development and Education for Sustained Peace Program (LDESP) focuses primarily on:

1. **Regional Education:** Providing an understanding of the geopolitical and cultural terrain of countries/regions around the world, enabling military and civilian leaders to visualize, describe and continuously re-assess each unique environment, based on the mission & operational requirements of participants.
2. **Combating Violent Extremism (CVE):** Conducting workshops addressing law enforcement challenges in regions of interest to include radicalization trends, de-radicalization strategies, community engagement practices, migration, and cooperative measures with regional law enforcement networks.
3. **Conducting Assessments:** Conducting needs analysis and assessing gaps in capabilities of law enforcement organizations of regional partners focused on combating extremism and implementing community engagement projects.

Competencies

- Regional expertise
- Combating violent extremism
- Security, political economic environment & US policies
- Building partnerships/key leader engagements
- Migration & integration

SAMPLE ACTIVITIES

- Bulgaria Ministry of Interior Seminar on Combating Violent Extremism: 12 Topics on Radicalization, Counter-Radicalization Trends, Migration & Integration Challenges, & Community Engagement.
- Levant & Iran Seminar: 12 Topics on Syria, Isil, Iran, Egypt, Central Asia, Jordan, & Shia-Sunni Dynamics
- Pacific Seminar: 12 Topics on Security Landscape in Asia, India, Korean Peninsula, China, Southeast Asia.
- Baltics Seminar: 12 topics on Culture, Security in Baltics, Poland, Romania, Bulgaria, NATO, Ukraine, etc.
- Africa Seminar: 12 Topics on Culture, Political & Security Environment, Regional Breakouts, Environmental Instability, Armed Rebel Groups, Humanitarian Aid, etc.



Program Manager: Robert Tomasovic

Colonel (Ret.) Bob Tomasovic is the Director of the Leader Development and Education for Sustained Peace (LDESP) Program. He developed the LDESP program in early 2000. Since then, LDESP has conducted over 700 programs for Brigades, Divisions, and Corps deploying for Combat and Security Theatre Cooperation for over 95,000 Leaders. Prior to joining the faculty at the Naval Postgraduate School he served as a Colonel for the US Army for over 31 years.

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Functional Programs



Civil-Military Relations (CMR)



Collaborative and Adaptive Security Initiative (CASI)



Combating Terrorism Fellowship Program (CTFP)



Global Peace Operations Initiative (GPOI)



Intelligence and Democracy



International Defense Acquisition Resource Management (IDARM)



International Defense Transformation (IDT)



Maritime Security



Multinational Exercises



Prevention, Relief & Recovery (PR&R)

(CMR) CIVIL-MILITARY RELATIONS

Focus

The Civil-Military Relations education program addresses all aspects of the relationship between elected civilians and security institutions (armed forces, police forces, and intelligence agencies) in a democratic context. The program offers courses, seminars, and workshops that address a variety of potential challenges and avenues for success in institutionalizing effective and functioning civil-military relations.

Competencies

- Defense institution building
- Security sector reform
- Defense and security decision making
- National security and defense politics
- Democratic civilian control & oversight of the armed forces
- Military professionalism
- Building linkages between the military and the legislature
- Intelligence and democracy

SAMPLE ACTIVITIES

- MET: Building Linkages Between the Legislature and the Military
- MET: Military Support to Civilian Authorities
- MET: Enhancing Civil-Military Relations through Security Sector Reform (SSR)
- MET: The Media and the Military
- MET: Global Commons Security
- In Residence: Executive Program in Defense Decision-Making



CCMR Director:

Richard J. Hoffman

Richard J. (Rich) Hoffman is Director of the Center for Civil-Military Relations (CCMR) at the US Naval Postgraduate School in Monterey, California. Mr. Hoffman also served as Executive Director of the Center from 1996 to 2004. As Director, he oversees the development and coordination of the Center's global education programs in Civil-Military Relations; Reform Institution Building; Combating Terrorism; and Stability and Peacekeeping Operations. As an NPS faculty member, he also teaches graduate courses in civil-military relations, policy and strategy development, military history, and joint and combined operations in the NPS Department of National Security Affairs.

Rich Hoffman

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The Collaborative & Adaptive Security Initiative is an education and outreach program designed to bring together the diverse communities that become involved in field operations around the world. Our events always include select members of the U.S. Armed Forces and Defense officials alongside their peers from other entities.

The overall vision and specific programs of the Initiative are determined in close consultation with the sponsor, Mr. Frank DiGiovanni, Director of Training Readiness and Strategy, at the Office of the Undersecretary of Defense for Personnel and Readiness. Please contact the Program Manager to suggest engagement ideas. We believe that by experiencing shared learning programs and creating connections between the individuals and organizations that regularly work alongside each other in complex environments, the collective work of the distinct entities can benefit.

- Emergency preparedness & disaster response
- Conflict prevention
- Post-conflict transitional policing
- Religious & organizational cross-cultural competencies
- Experimenting with social media and virtual communities

- Workshop: Collaborative Disaster Preparedness: Vietnam, U.S., and Regional Experiences
- Workshop: People to People: Virtual Tribes
- Workshop: Working in the Same Space
- Workshop: Perspectives on Conflict Prevention
- Workshop: Religion and Security in World Affairs
- Workshop: Managing Instability after the Arab Spring



Matthew Vaccaro is Program Manager of CASI and PR&R within CCMR. His experience and interests are in conflict management and peace operations, the US interagency process, political-military planning, and post-conflict recovery. Previously Mr. Vaccaro served on the National Security Council staff at the White House and as Director of the Office for Peace Operations in the Office of the Secretary of Defense. He has also served in positions at a research think tank and as an officer in the US Army with service in Somalia.

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(CTFP) COMBATING TERRORISM FELLOWSHIP PROGRAM

Focus

CCMR conducts seminars and workshops in support of the Office of the Secretary of Defense's Combating Terrorism Fellowship Program. The program takes a holistic approach to investigating the most effective government responses to terrorism. CTFP works to address practical questions, such as:

- What can governments do to contain or defeat terrorism without sacrificing the values that bind societies together?
- Can terrorist attacks be prevented and how should governments respond to attacks that cannot be prevented?
- How can countries think through the challenges of terrorism at the strategic level?
- How can governments limit terrorists' use of cyberspace as a virtual sanctuary?

The Program provides both in-residence programs in Monterey, CA and mobile education teams to countries and regions within all Combatant Commands.

Competencies

- Multi-dimensional solutions to the problems of terrorism
- Analysis and teaching of non-traditional aspects of terrorism
- Coordinated civilian and military responses to terrorism
- Capacity evaluation and measurement in combating terrorism

SAMPLE ACTIVITIES

- Course: Measuring a Government's Capacity for Fighting Terrorism
- Course: Defusing Extremist Ideology
- Course: Combating Terrorism Strategy Development
- Course: Managing the Consequences of Terrorism
- Course: Intelligence and Combating Terrorism
- Course: Media Dynamics and Public Affairs in Fighting Terrorism



Program Manager: Matthew King

Matthew King joined the staff and faculty of CCMR in 2001. He has served in various capacities including lecturer and operations officer. Areas of expertise include combating terrorism, measures of effectiveness, and ethics. Before joining CCMR Mr. King taught philosophy, managed logistics and materiel at a high tech firm in the Pacific Northwest, and served on the Board of Directors of several nonprofit agencies. He holds both undergraduate and graduate degrees in religion and philosophy. Mr. King retired from the U.S. Army Reserve after 20 years of service.

Matthew King
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(GPOI) GLOBAL PEACE OPERATIONS INITIATIVE

Focus

The GPOI program helps build sustainable and indigenous peacekeeping training capacities in US partner countries to increase the number and quality of United Nations member troop contributions to international peacekeeping operations. GPOI-funded activities address strategic, operational and tactical challenges of modern peacekeeping training and education with a concentration on the establishment and enhancement of partner countries' military troops and formed police units. In addition, the GPOI program helps to facilitate coordination and collaboration between various US and other contributor countries' diplomatic and assistance efforts to include providing technical assistance, pre-deployment training and specialized equipment to deploying units.

Competencies

- Stability operations and peacekeeping training doctrine
- Leader training
- Senior leader peacekeeping training
- Contingent commander training
- Small unit leader development
- UN mission staff training
- Protection of citizens (POC)/child protection (CP) training
- UN civil military coordination training
- UN logistics development
- Military observer training development
- Peacekeeping center cadre training

SAMPLE ACTIVITIES

- Course: UN Military Observers
- Course: UN Civil-Military Coordination Officers
- Training: Pre-Deployment
- Course: Train-the-Trainer
- Course: UN Peacekeeping Operations Instructors
- Course: UN Contingent Commanders
- Course: UN Senior Mission Leaders



Program Manager: Timothy M. Byrne

Lieutenant Colonel (Ret.) Timothy Byrne is the Program Manager for GPOI and provides faculty oversight in the area of simulation and gaming for peace support operations. Byrne oversees the training of peacekeeping instructor cadres, Staff Officers, Military Observers and UN Civil-Military Coordination (UN-CIMIC) Officers in more than 30 countries, as well as organizing and conducting national contingent pre-deployment training for selected UN Member States. He has assisted in arranging US government support associated with the development of more than 20 national and regional peacekeeping training centers.

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INTELLIGENCE AND DEMOCRACY

Focus

The Intelligence and Democracy Education Program at CCMR assists countries in consolidating their democracies from the perspective of institutionalizing democratic intelligence systems that are not only transparent and accountable, but also effective (i.e., able to fulfill the roles and missions assigned by civilian leaders). Having intelligence agencies that are equally transparent and effective is a challenge in every democracy—a Gordian Knot that incessantly tests policy makers. From this standpoint, CCMR's Intelligence and Democracy courses are designed to explore and provide possible avenues to the successful reform of intelligence agencies in a democracy.

Competencies

- Mobile education and resident programs on intelligence and democracy, and intelligence policy
- Curriculum development and publications on democratic reform of intelligence, democratic civil-military relations and intelligence, and civilian control and intelligence effectiveness in new democracies
- Intelligence fusion centers

SAMPLE ACTIVITIES

- Course: Intelligence and Democracy
- Seminar: Policy Makers and their Potential Contribution to Intelligence Reform in a Democracy
- Seminar: International Intelligence Fusion Centers
- Publications: Intelligence Reform in New Democracies: Factors Supporting or Arresting Progress, Matei and Bruneau

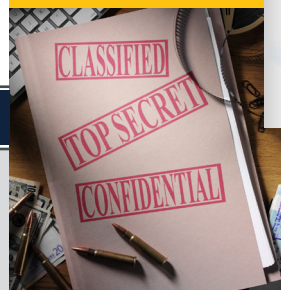
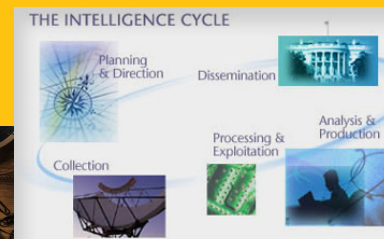
Program Manager: Cristiana Matei

Florina Cristiana (Cris) Matei joined CCMR in 2003. Ms. Matei has researched, published and lectured on a wide range of issues concerning civil-military relations, democratization, Security Sector Reform (SSR), intelligence, countering/combating terrorism, organized crime, and street gangs, as well as strategic communications for CCMR's resident and non-resident programs, NPS/NSA graduate courses, as well as international conferences. She is one of the co-editors of the *Routledge Handbook of Civil-Military Relations*, published in 2012.

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Democracy
a political system
form of government in
people elect to represent
equality and classless



(IDARM) INTERNATIONAL DEFENSE ACQUISITION RESOURCE MANAGEMENT

Focus

IDARM activities are designed to strengthen defense acquisition processes and decision-making and help nations understand and adopt modern business practices. IDARM offers a wide range of defense acquisition, logistics and life cycle management, procurement and contracting, project management, and negotiations program offerings.

IDARM program offerings are developed by NPS faculty and are custom tailored to meet customer requirements specific to government organizational structures and defense acquisition objectives of each individual partner nation. Program offerings can cover a combination of interrelated subjects or provide a more in-depth examination on a specific area of interest with the goal of offering defense leaders the opportunity to explore strategic issues which must be addressed in order to improve their nation's defense acquisition processes and business practices.

Competencies

- Mobile Education Teams (METs)
- In-Resident courses
- Workshops
- Information exchanges

SAMPLE ACTIVITIES

- Principles of Defense Acquisition Management
- Principles of Defense Procurement and Contracting
- International Defense Acquisition Negotiations
- Project Management – Managing Complex Defense Projects
- Contracting for Pre-deployment & Deployment Operations
- Logistics and Life Cycle Management
- Building and Sustaining Accountability in Defense Acquisition Decision Making



Program Manager: Kathleen Peggar

Kathleen Peggar is the Program Manager for the International Defense Acquisition Resource Management Program at the U.S. Naval Postgraduate School. Ms. Peggar joined the IDARM Program in January 2004 and has a strong background in economics and defense resource management. She has planned, developed and implemented a wide range of courses, seminars, conferences and other international security cooperation activities in locations throughout the world. Ms. Peggar speaks Spanish and Italian, holds an honors degree in Economics from Harvard University, and earned her M.A. in International Affairs from the Fletcher School of Law & Diplomacy at Tufts University.

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(IDT) INTERNATIONAL DEFENSE TRANSFORMATION

Focus

The CCMR International Defense Transformation program is designed to help nations develop integrated capabilities to respond more effectively to national-level security concerns and defend their national interests, while contributing to collective security arrangements that assure access to, and protection of, a free and fair global system of commerce, information exchange and democratic governance.

Competencies

- Mobile education teams in defense transformation, cyber security and capability development
- Research and publications designed to enhance national, allied, and partner defense and security policy and strategy development
- Provision of subject-matter expertise in threat analysis, cyber security and capabilities development for partner agency activities and events

SAMPLE ACTIVITIES

- In-Residence: Cyber Security Policy and Practice: Monterey, CA
- Seminar: Cyber Security: Indonesia, Albania, Azerbaijan
- Seminar: Defense Transformation: Chile, Montenegro, Serbia
- Seminar: Analyzing Strategic Challenges and Setting Defense Objectives: Indonesia
- Seminar: Comprehensive Approach to Modern Missions: Romania
- Partnerships and Deterrence in a Globalized World: Italy
- Workshop: Defense Capabilities Development: Republic of Tajikistan, Kyrgyz Republic



Program Manager: Scott Jasper

Navy Captain (Ret.) Scott Jasper is a lecturer in CCMR and NPS department of National Security Affairs (NSA). In the US Navy, he commanded a maritime patrol squadron and served on USS Enterprise and with US Pacific Command. At the Naval Postgraduate School, Scott teaches resident courses, advises students, develops curriculum and publishes in scholarly journals. He is the editor of *Securing Freedom in the Global Commons*, published in 2010, and *Transforming Defense Capabilities: New Approaches for International Security*, published in 2009, and *Conflict and Cooperation in the Global Commons*, published in 2012.

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MARITIME SECURITY

Focus

The Maritime Security Program conducts seminars and workshops globally to enhance interagency and multinational responses to maritime threats. The program provides subject matter expert presentations, strategic and operational level exercises, and numerous case studies on best practices by various maritime nations and organizations worldwide.

- How can governments prioritize transnational maritime threats to their territorial waters and Exclusive Economic Zones?
- How can governments improve their maritime domain awareness?
- How can governments best protect their maritime domain from a variety of transnational threats?
- How can governments best leverage the resources and capabilities of their various agencies with maritime security responsibilities?
- What external resources are available to governments and organizations trying to enhance their maritime security?

The program provides both two-week in-residence course in Monterey, and one-week Mobile Education Teams to countries and regions in all Combatant Commands.

Competencies

- Vast experience from current and former Navy, Coast Guard, commercial and academic experts
- Development and implementation of maritime security strategies and policies
- Coordinated civilian and military responses to maritime threats

SAMPLE ACTIVITIES

- Course: Civil-Military Approaches to Maritime Security
- Course: Responses to Maritime Terrorism
- Workshops: Maritime Governance and How to Conduct a Maritime Risk Assessment



Program Manager:

Tim Doorey

Captain Tim Doorey, USN (Ret.) travels extensively around the world providing executive programs to allies and partners on counter-terrorism, anti-piracy, maritime security, and cyber threats. Prior to joining CCMR in 2009, he served 28 years in naval intelligence in various tactical, operational and national-level assignments. He was awarded masters' degrees in National Security Affairs and Strategic Studies from the Naval Postgraduate School and the Naval War College, and was a Navy Fellow to Harvard University's John M. Olin Institute for Strategic Studies.

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MULTINATIONAL EXERCISES

Focus

The Multinational Exercises Program supports combatant and service command partnerships through multinational and interagency exercise planning, design, control and evaluation. The primary training audiences are combined and multinational brigades and battalions. Exercises are designed to develop command and staff proficiencies in integrated mission command, deliberate decision-making processes, civil-military cooperation, and shared situational awareness.

Competencies

Exercise planning, design and control

UN Peacekeeping, US Stability Operations and HADR subject-matter expertise

Scenario design and development, including:

- Detailed local, national, and regional information
- Key leader engagements, media interactions, and role-playing
- Extensive utilization of UN, US and partner policy, doctrine and best practices

Joint Training Management, including:

- Standards-based evaluation
- Use of joint event life cycle management information technology/collaborative tools
- Interagency training

SAMPLE ACTIVITIES

- Exercise: Keris Strike US/Malaysia
- Exercise: Garuda Shield US/Indonesia
- Exercise: Angkor Sentinel US/Cambodia
- Support: Subject-Matter Expertise to US Army, Pacific Exercises
- Support: Academic Lecture Series on UN PKO and US Stability Operations

Program Manager:
Joseph E. Andrade

Colonel (Ret.) Joseph E. Andrade, US Army, retired in 2002 after a 33 year career as an NCO and officer in infantry and special forces. His last assignment on active duty was the SOF Chair at NPS. He was the Executive Officer to the Dean, School of International Graduate Studies, at the Naval Postgraduate School from 2003 to 2007, after which he accepted his current position as Exercises Program Manager for CCMR.

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CCMR supports the largest Peacekeeping Operations (PKO) multinational exercise in the world and has done so for the last 7 years.

(PR&R)

PREVENTION, RELIEF & RECOVERY

Focus

The Prevention, Relief & Recovery (PR&R) Program is a practitioner-oriented teaching and engagement program that conducts programs for peacebuilding, humanitarian, and conflict management professionals operating around the globe.

PR&R programs are usually designed for mixed groups of practitioners from the various communities involved in these complex activities, including: humanitarian and development NGOs; civil society organizations; representatives of the inter-governmental organizations (the UN etc.); and US and partner nations' government civilian and defense officials. All programs are specially designed to achieve sponsor objectives.

Competencies

PR&R's core strength lies in the design and delivery of engaging, cross-community workshops on a wide variety of topics related to peacebuilding, conflict management and conflict recovery. These topics include, but are not limited to:

- Humanitarian assistance, disaster preparedness, & relief activities
- Conflict prevention, conflict management, ethnic conflict, & religious-based violence
- Governance and institution capacity building, including defense governance
- Cross-cultural understanding (societies, religions, organizations)
- Conflict recovery (refugees/internally displaced persons, disarmament, demobilization and reintegration, child soldiers, etc.)
- Economic recovery & livelihood promotion

SAMPLE ACTIVITIES

- Course: Managing Ethnic Conflict & Religious Violence
- Course: Civil-Military Coordination in Disaster Response
- Course: Managing the Security Dimensions of Refugee and Displaced Persons Crises
- Course: Approaches for the Re-Integration of Ex-Combatants



Program Manager: Matthew Vaccaro

Matthew Vaccaro is Program Manager of PR&R and CASI within CCMR. His experience and interests are in conflict management and peace operations, the US interagency process, political-military planning, and post-conflict recovery. Previously Mr. Vaccaro served on the National Security Council staff at the White House and as Director of the Office for Peace Operations in the Office of the Secretary of Defense. He has also served in positions at a research think tank and as an officer in the US Army with service in Somalia.

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PR&R believes that effective collaborations emerge through well-developed relationships and dialogue.

Aerial view of the Naval Postgraduate School, home of CCMR.

Monterey, California.



Executive Team

Richard J. Hoffman, Director

Benjamin Hussey, Deputy Director for Operations

William J. Martinez, Deputy Director for Programs

Regional Programs - (alphabetically)

Mark Huber, Middle East & Central Asia Program Manager

William J. Martinez, Asia - Pacific Program Manager

Cristiana Matei, Latin America Program Manager

Robert Tomasovic, Leader Development and Education for Sustained Peace Program Manager

Nick Tomb, Africa Program Manager

Thomas Young, Europe Program Manager

Functional Programs - (alphabetically)

Joe Andrade, International Exercises Program Manager

Timothy Byrne, Global Peace Operations Initiative Program Manager

Tim Doorey, Maritime Security Program Manager

Richard J. Hoffman, Civil-Military Relations Program Manager

Scott Jasper, International Defense Transformation Program Manager

Matthew King, Combating Terrorism Fellowship Program Manager

Cristiana Matei, Intelligence and Democracy Program Manager

Kathleen Peggarr, International Defense Acquisition Resource Management Program Manager

Steve Peterson, Defense Governance & Management Team Program Manager

Matthew Vaccaro, Collaborative and Adaptive Security Initiative Program Manager

Matthew Vaccaro, Prevention, Relief & Recovery Program Manager

“I must tell you that your team and you provided the BEST cultural training that I’ve received in my 18 years of service. It was excellent. It was relevant, provided by renown experts in the field with extensive knowledge and provided excellent insights of the people. This is great training that will be made even better when those who return from Afghanistan are integrated and share their experiences. Thanks again for an outstanding training event.” – Army Major, following an LDESP Seminar

“I was glad to find an excellent mix of civilian, military, IGO/NGO representation and participants from vast array of countries/backgrounds.”

– Former PR&R Participant, Agriculture: Promoting Livelihoods in Conflict-Affected Environments

“CCMR provides great courses. Their programs are great because they don’t restrict themselves to using faculty only from the United States. Instead, they use experts from around the world to teach their courses. This ensures that course content is best matched to our partners’ requirements.” – US Defense Attaché participating in a security cooperation planning conference

“The training that CCMR conducts around the world through the auspices of the Global Peace Operations Initiative directly contributes to the growth of the United Nations pool of quality peacekeepers.” – Major General (Ret.) Patrick Cammaert

“... I find the experience as well as the expertise gained at CCMR crucial in a war against 21st century terrorism.... If we work together we will succeed together....”

– Former CTFP in-residence program participant

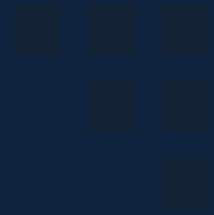
“Exercises are designed to build lasting friendships through the promotion of cooperation among our two great democracies while sharing training, cultural exchanges, and improving partner readiness.” – US Army Alaska Deputy Commander Col. Mark S. Lowe, at Yudh Abhyas

Content contributions by CCMR

Program Managers.

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CCMR is a DoD sponsored organization within the Naval Postgraduate School in Monterey, California that:

- Builds partner capacity and improves interagency and international coordination and cooperation by addressing today's civil military challenges.
- Provides high quality, graduate-level and professional education that is custom-designed to meet the specific objectives and conditions of recipient countries.
- Brings both academic and practical backgrounds to its programs, offering theoretical and applied solutions to global civil-military challenges.
- Uses international best-practice approaches to achieve the educational objectives of its programs.
- Incorporates world-class civil-military faculty, subject-matter experts, and instructors with tremendous multinational backgrounds.
- Delivers peacekeeping training programs that are certified and supported by the United Nations.
- Globally assembles and deploys high quality mobile education teams and instructors on short notice.



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