

**GEORGE C. MARSHALL
EUROPEAN CENTER FOR SECURITY STUDIES**



DEVELOPING DEFENSE INSTITUTIONS APPROPRIATE TO DEMOCRATIC STATES



BRIEFING OVERVIEW



- MISSION & ORGANIZATION
- COLLEGE OF STRATEGIC STUDIES & DEFENSE ECONOMICS
- RESEARCH & CONFERENCE CENTER
- FOREIGN AREA OFFICER & LANGUAGE TRAINING INSTITUTE
- FOREIGN CONTRIBUTIONS



MARSHALL CENTER MISSIONS



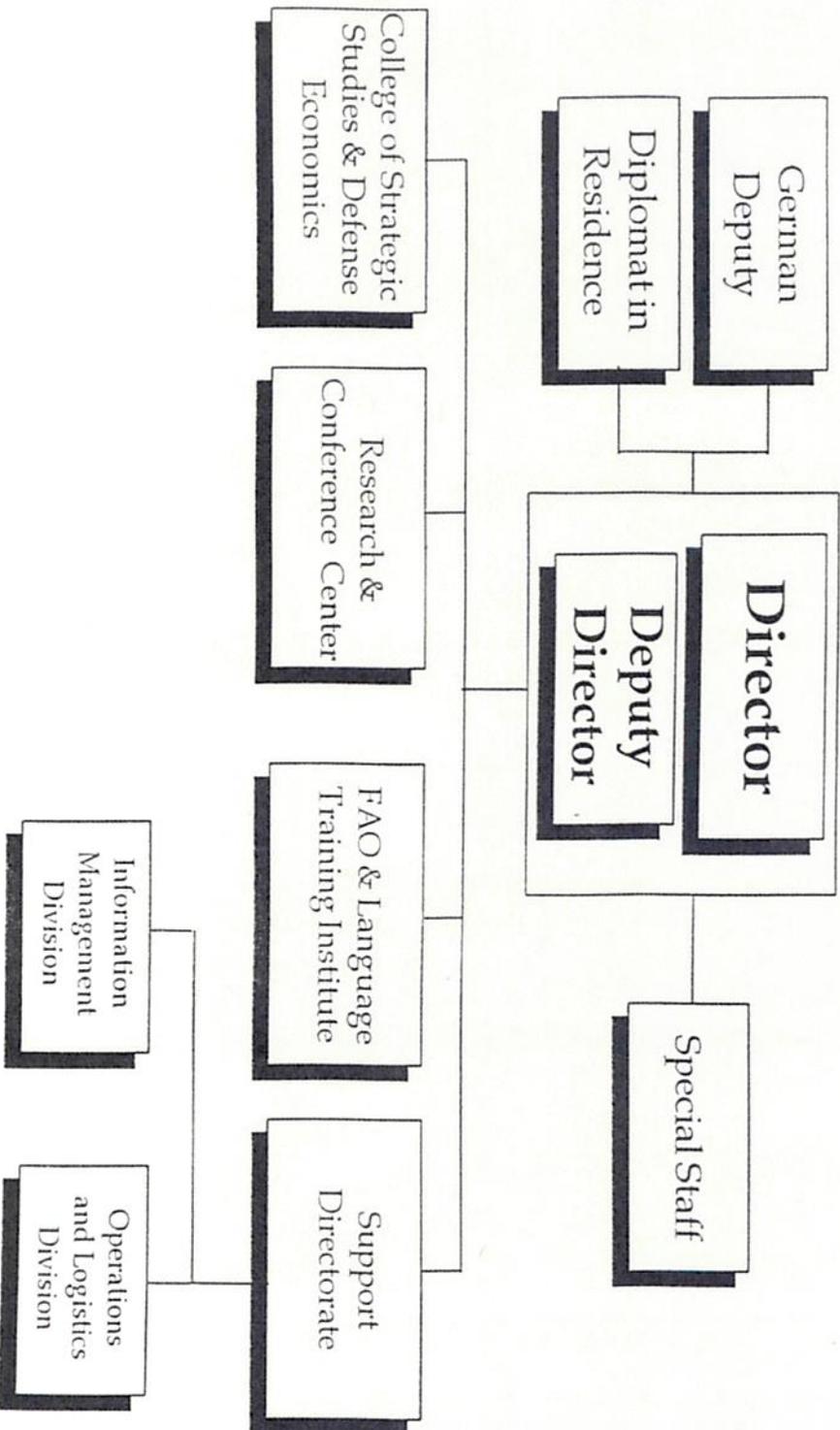
1. EDUCATE MILITARY & CIVILIAN DEFENSE OFFICIALS FROM EUROPEAN NATIONS AND THE NEW INDEPENDENT STATES OF THE FORMER SOVIET UNION ON DEFENSE ORGANIZATION & PROCEDURES APPROPRIATE TO DEMOCRATIC STATES
2. SERVE AS FORUM FOR DEFENSE CONTACTS WITH EUROPEAN NATIONS AND THE NEW INDEPENDENT STATES OF THE FSU, HOSTING CONFERENCES, SEMINARS AND OTHER EXCHANGES
3. SPONSOR RESEARCH ON SECURITY ISSUES AFFECTING EUROPEAN NATIONS AND THE NEW INDEPENDENT STATES OF THE FSU
4. CONDUCT FOREIGN AREA OFFICER AND LANGUAGE REFRESHER TRAINING TO MEET REQUIREMENTS OF U.S. MILITARY DEPARTMENTS
5. SUPPORT NATO ACTIVITIES INVOLVING EUROPEAN NATIONS AND THE NEW INDEPENDENT STATES OF THE FSU



GEORGE C. MARSHALL CENTER



OFFICE OF THE DIRECTOR





MISSIONS BY ELEMENT



College of
Strategic Studies
and Defense
Economics

Research and
Conference Center

Foreign Area
Officer &
Language Training
Institute

Educate National
Officials on
Defense in
Democracies

Serve as Forum
for Defense
Contacts

Foreign Area
Officer Training

Sponsor & Conduct
Research on
Defense-Related
Topics

Language
Refresher
Training

SUPPORT NATO ACTIVITIES WITH EUROPEAN
NATIONS AND THE NEW INDEPENDENT STATES
OF THE FSU



COLLEGE OF STRATEGIC STUDIES & DEFENSE ECONOMICS



- GOALS:
 - Assist Governments of the CEE/FSU in Democratizing Defense
 - Create an Enduring Network of National Security Officials, versed in Democratic Defense Management
- STUDENTS: European Nations and the New Independent States of the FSU
Send:
 - Officials from MoDs, MFAs, and Legislators In Defense Oversight
 - COL/LTC and Above and Civilian Equivalents
- PROGRAM EXECUTION:
 - Theory & Practice of Democratic Defense Management
 - Application to Contemporary Issues
 - Taught in Russian, German, & English by an International Faculty



COLLEGE OF STRATEGIC STUDIES & DEFENSE ECONOMICS



COURSE STRUCTURE

- Department of Democratic Defense Management
 - NATIONAL SECURITY POLICY IN A LIBERAL DEMOCRACY
 - CASE STUDIES IN MILITARY PLANNING
- Department of European Security Studies
 - THE COLD WAR
 - THE POST CONTAINMENT ERA



DEPARTMENT OF DEMOCRATIC DEFENSE MANAGEMENT



- NATIONAL SECURITY POLICY IN A DEMOCRACY
 - WHAT IS LIBERAL DEMOCRACY?
 - HOW CIVILIAN CONTROL OF THE MILITARY IS EFFECTED
 - THE ROLE OF DEMOCRATIC LEGISLATURES
 - LAWS UNDER WHICH THE MILITARY OPERATES
 - THE ECONOMY AND THE MILITARY
- CASE STUDIES IN MILITARY PLANNING
 - HOW IS NATIONAL SECURITY STRATEGY FORMULATED?
 - HOW ARE DEFENSE BUDGETS BUILT?
 - HOW IS THE HIGH COMMAND ORGANIZED?
 - HOW DO DEMOCRACIES MANAGE STRATEGIC CHANGE?



DEPARTMENT OF EUROPEAN SECURITY STUDIES



- THE COLD WAR

- WHAT WAS THE COLD WAR?
- HOW WAS THE COLD WAR WAGED?
- HOW DID THE COLD WAR END?

- THE POST CONTAINMENT ERA

- WHAT IS PRESENT STATE OF INTERNATIONAL SYSTEM?
- WHAT ARE SECURITY THREATS TO EUROPE?
- REVOLUTION IN MILITARY TECHNOLOGY



CONCLUDING EXERCISE



- Students, by country group, develop national security strategy
- **Prioritize** political, economic, & defense objectives
- **Prioritize** future force structure components consistent with defense objectives
- **Allocate** % of national budget to defense
- **Allocate** by %, defense budget to force structure components



CSSDE STUDENT BODY



- 76 Students (3 Western, 73 C/EE, FSU)
- C/EE, FSU Composition:
 - 23 Civilian Officials, 50 Military Officers
 - 45 MOD, 16 MFA, 12 Other
- Student Ranks: General Officer or Civilian Equivalent = 03
 - Colonel or Civilian Equivalent = 27
 - LTC & Below or Civilian Equivalent = 46
- Student Positions Include:
 - Senator
 - General Major
 - Three Presidential Advisors
 - Commissar of Border Guards
 - Editor-In-Chief, Military Review
 - Director of Scientific Institute
 - Three Parliamentary Staffers
 - Four Professors/Academy Instructors



DEPARTMENT OF DEMOCRATIC DEFENSE MANAGEMENT FACULTY



- **Chairman**
 - Former Deputy Under Secretary of the Navy
 - Former Principal Deputy Assistant Secretary of Defense for Special Operations and Low Intensity Conflict
- **Professor**
 - Former Professional Staff Member, House Armed Services Committee, House of Representatives, U.S. Congress
- **Professor**
 - Chairman, National Security Decision Making Department and Forrester Professor of Management, Naval War College
- **Professor**
 - Special Assistant to the Commander, Naval Air Systems Command
 - Professor of Acquisition Policy, Defense Systems Management College
- **Associate Professor**
 - Former Military Assistant to the Vice President of the United States
 - OSD, Special Operations/Low Intensity Conflict (Anti-terrorism)
- **Associate Professor**
 - Senior Fellow, Institute for National Strategic Studies, NDU, Washington, DC
 - Strategic Planner, International Military Staff, NATO, Brussels, Belgium
- **Associate Professor**
 - Recently Retired Senior British Colonel on NATO Military Staff



DEPARTMENT OF EUROPEAN SECURITY STUDIES FACULTY



- **Chairman**
 - President's Senior Advisor on Soviet Affairs on National Security Council Staff
 - Former U.S. Ambassador to Iceland
- **Professor**
 - PhD from Moscow State University
 - Associate Professor, U.S. Naval War College, Newport, R.I.
- **Professor**
 - Current Russian Ambassador to CSCE
- **Professor**
 - Former Vice Defense Minister of Poland
- **Professor**
 - Former Defense Secretary of Hungary



DEPARTMENT OF EUROPEAN SECURITY STUDIES FACULTY (CONT.)



- **Professor**
 - Deputy Director, Academy of Sciences, Russian Institute of the USA and Canada
 - Chairman, Committee of Political Sciences, Council of Ministers, Russian Federation
- **Professor**
 - Director, PISM (Polish Institute for International Affairs)
- **Professor**
 - Professor of Defense Economics, Soviet Studies and History, Defense Intelligence College
- **Professor**
 - PhD, War Studies, University of London
 - Professor, Brown University



CURRICULUM SUPPORT



- Articles and Book Chapters
 - 216 in English (6,500 Pages)
 - 216 in Russian (Translated from English)
 - 290 in German (Analogous)

- 181/2 Week Implementation Cycle
 - Locate Reading
 - Obtain Copyright Approval
 - Translate into Russian at Moscow
 - Prepare Quality Master Copy
 - Reproduce
 - Inventory and Store
 - Distribute



RESEARCH & CONFERENCE CENTER



- **GOALS:** Address Contemporary Security Problems Facing European Nations and the New Independent States of the FSU to Identify Workable Solutions
- **WHO INVOLVED:** Military and Civilian Officials of European Nations and the New Independent States of the FSU
 - Officials from MoDs, MFAs, and Legislators In Defense Oversight
 - General/Flag Officers, Ministers & Deputy Ministers of Defense
- **SPONSOR RESEARCH PROJECTS ON SECURITY ISSUES**
- **SPONSOR SHORT CONFERENCES, SEMINARS, AND OTHER EXCHANGES**



POTENTIAL RESEARCH PROJECTS



- Federalism: A Model for Democratization in Eastern Europe?
- Environmental Security and International Law
- Sources of Instability on the North African Littoral
- Democracy and Economic Development
- Ethnic Sources of Instability: Future Areas of Conflict?
- Emerging Disparities in Peace Keeping Doctrine
- Foreign and Defense Policies of Europe's Non-Aligned
- Qualitative Criteria for Evaluating the Mil-to-Mil Program
- Asian Economic Development: Models for the FWPO and FSU?
- European Stability and the New Drug Trafficking
- Ethnic Conflict and Future Patterns of European Immigration
- European Unification and the US Role in Europe



PAST CONFERENCES



- EUROPEAN SECURITY CHALLENGES: 3-5 June 93
- DEFENSE ISSUES & THE MEDIA IN CENTRAL & EASTERN EUROPE: 5-8 June 93
- MILITARY LAW IN A DEMOCRATIC SOCIETY: 20-24 Sept 93
- COMBINED PEACEKEEPING TRAINING & EXERCISES FOR NACC:
7-11 Nov 93
- DEMOCRATIZATION CURRICULUM: 29 Nov- 2 Dec 93
- NACC AMBASSADORS ORIENTATION VISIT: 14-15 Dec 93
- NAA PARLIAMENTARIAN COURSE: 23 Aug-3 Sep 94



NAA PARLIAMENTARIAN COURSE



OBJECTIVE: Examine the Organization, Development, and Implementation of Defense Policy in Today's Rapidly Changing Environment

GOALS: Provide Information Useful in Asserting Civilian Influence in the Development of Defense Policy
Provide Forum to Exchange National and International Experiences and Perspectives Concerning Defense Issues

FOCUS:

- Role of the Executive
- Role of the Legislature/Parliament
- Civilian Control & Military Professionalism
- Elements of Military Power
- Case Studies: Planning, Budgeting & Assessing for Defense
- Threats to European Security
- Institutions for European Stability



NAA PARLIAMENTARIAN COURSE



ATTENDEES

49 Parliamentarians from 14 CEE/FSU States, Including:

- 16 Chairmen/Vice Chairmen of Defense & Foreign Affairs Committees
- 23 Key Members of Defense & Foreign Affairs Committees, Some of Whom are Former Ministers
- 6 Advisors to Presidents, Ministers of Defense and/or Foreign Affairs Committees



NAA PARLIAMENTARIAN COURSE



18 WESTERN SPEAKERS AND LECTURES, INCLUDING:

- President, North Atlantic Assembly (Also Serves as Vice President, French National Assembly)
- Spokesman on Security Affairs, German Social Democratic Party
- Director, Marshall Center
- 2 Members of Portuguese Parliament
- Member, Professional Staff, U.S. House Armed Services Committee
- Former Head of United Kingdom Civil Service
- German Vice Chief of Defense
- Director, United Kingdom Defense Policy, Ministry of Defense
- Advisor, Swiss Minister of Defense
- Senior Representatives from European Union and Western European Union
- Researchers, Professors & Lecturers from U.S. and UK Universities, Research Institutes, and International Foundations



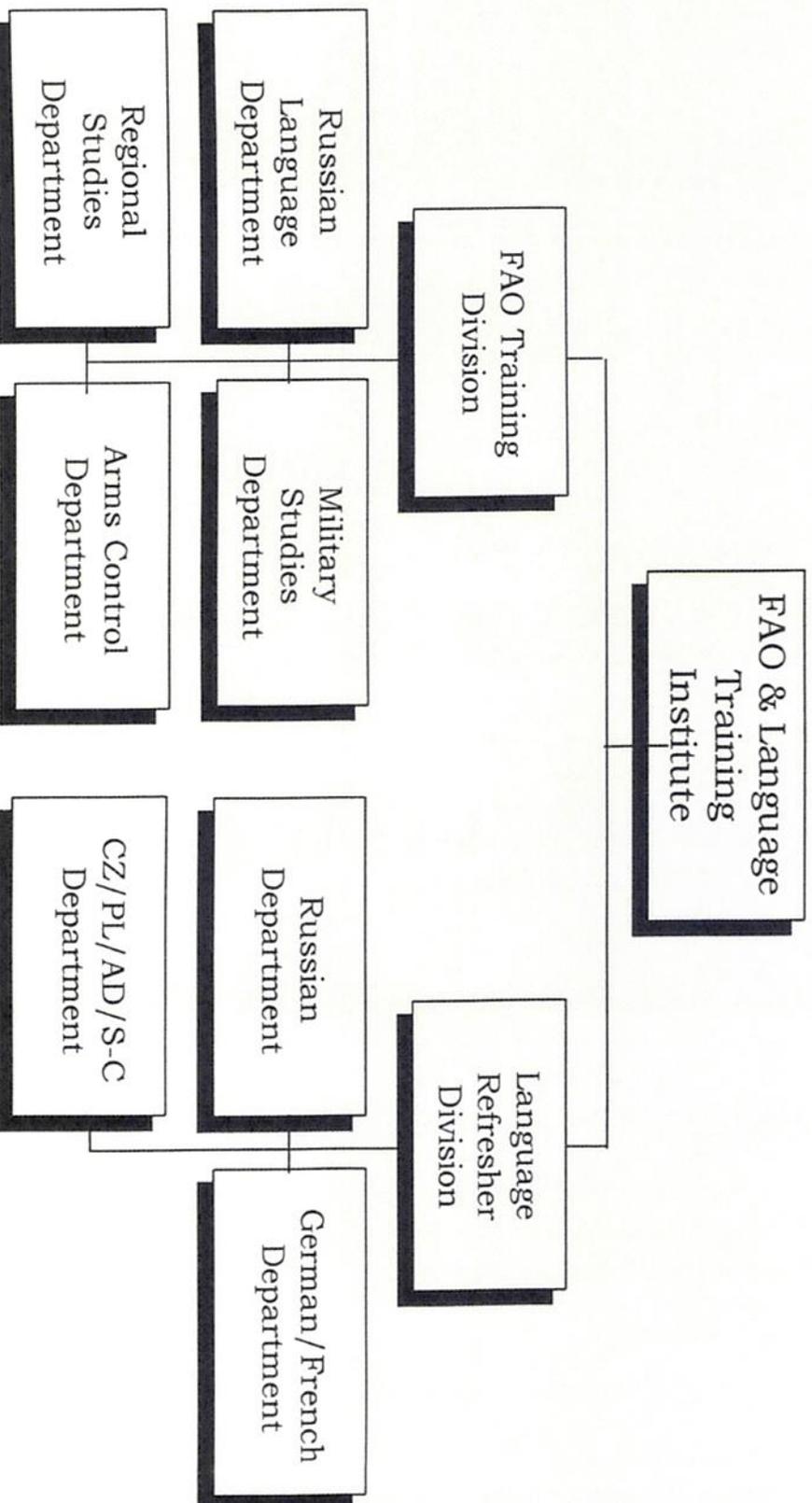
FUTURE CONFERENCES



- INDUSTRIAL SECURITY CONFERENCES (14-17 NOV)
- APPLICATION OF LAW OF WAR, RULES AND PRINCIPLES (5-9 DEC 94)
- THE ROLE OF THE MILITARY IN A DEMOCRACY (MAR-APR 95)
- LAW OF WAR SEMINAR (SEP-OCT 95)
- NACC SEMINAR - LEGISLATIVE OVERSIGHT OF THE DEFENCE BUDGET PROCESS (TBD)
- ECONOMIC DEVELOPMENT AND DEMOCRACY (TBD)



FOREIGN AREA OFFICER & LANGUAGE TRAINING INSTITUTE





FOREIGN AREA OFFICER DIVISION



- Advanced & Specialized Russian Language
- Military & Politico-Military Studies
- Specialized Regional Studies; Introductory Ukrainian
- In-Country Travel
- Guest Lecturers from Russian Military
- Active Cross-Fertilization With CSSDE
- Special Short Courses on CFE Treaty and Peacekeeping for Specific Organizations

18 MONTHS DURATION - ALL CONDUCTED IN RUSSIAN



FOREIGN AREA OFFICER & LANGUAGE TRAINING INSTITUTE



- Provide Short-Course Language Refresher Training to EUCCOM Personnel
 - Russian, German, Czech, Polish, Arabic, French, and Serbo-Croatian
 - Five 7-Week Courses Annually; 70-80 Students Each Course; Small Classes
- Provide In-Unit Command Language Program Assistance For EUCCOM Units



FOREIGN CONTRIBUTIONS



AUSTRIA

GERMANY

FRANCE

SWEDEN

SWITZERLAND

UNITED KINGDOM



GERMAN CONTRIBUTION



- PROVIDES DIRECTOR AND DEPUTY DIRECTOR OF RESEARCH & CONFERENCE CENTER
 - Colonel, Luftwaffe - Director
 - Lieutenant Colonel, Heer - Deputy
 - Staff Sergeant, Heer - Administrative Support
- PROVIDES COLLEGE FACULTY
 - Commander Navy - Instructor
 - Lieutenant Colonel, Luftwaffe - Instructor
- PROPOSED MEMORANDUM OF AGREEMENT - EUCCOM/GE MOD
 - Offering 18 faculty and staff
 - Additional funding for the Marshall Center
- PROVIDING ADJACENT KASERNE AND OTHER PROPERTY VALUED OVER \$75 MILLION



MARSHALL CENTER MANPOWER



	Cmd Gp/ Spec Staff	Support	FLTI	CSSDE	RCC	Total	
Officer	3	6	6	5	2	22	
Enlisted	--	12	1	--	--	13	
Military	3	18	7	5	2		35
U.S.	11	32	22	16	3	84	
LN	1	7	11	--	1	20	
Civilian	12	39	33	16	4		<u>104</u>
TOTAL	15	57	40	21	6		139



MARSHALL CENTER FY94 BUDGET (\$000)

REQUIRED RECEIVED

MC:

OMA	9,331	9,331
(.0012)	(40)	(40)
SUB-TOTAL	9,331	9,331

AST/G:

OMA	6,355	6,355
AFH	1,145	1,145
SUB-TOTAL	7,500	7,500

OTHER:

OPA	1,500	--
RPM	884	--
SUB-TOTAL	2,384	--

TOTAL	19,215	16,831
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GEORGE C. MARSHALL



“Never forget that this is a democracy and you are the servants of the people, and whatever complications that may arise, you have a duty to your country which involves not only the final sacrifice if necessary, but a generous understanding of the role of an officer in the army of a great democracy.”

Remarks of Secretary of Defense George C. Marshall, Graduation Exercises,
United States Military Academy, West Point, N. Y., 5 June 1951.