



Near East South Asia Center for Strategic Studies National Defense University, Washington, D.C.

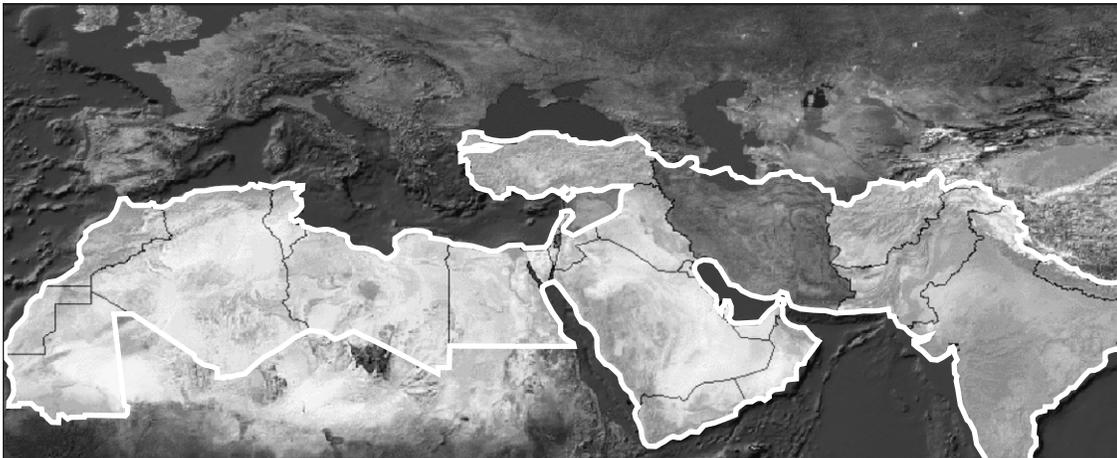
By
John D. Lawrence
National Defense University

The Near East South Asia Center for Strategic Studies Motto:
Building Relationships and Enhancing Security

The Near East South Asia (NESAs) Center for Strategic Studies was approved by the Secretary of Defense in 2000 and formally launched in October of that year. The youngest of the regional centers administered by the Defense Security Cooperation Agency. The center covers one of the most diverse and volatile areas of the world, stretching from the western end of North Africa to the Himalayas – from Marrakech to Bangladesh. The NESAs Center region includes that part of the world where the United States has the greatest number of U.S. combat troops deployed, more than 250,000 military and civilian personnel in the Central Command countries alone.

The NESAs Center participating countries include (see map below):

Afghanistan	Algeria	Bahrain	Bangladesh	Egypt	India
Iraq	Israel	Jordan	Kuwait	Lebanon	Libya
Maldives	Mauritania	Morocco	Nepal	Oman	Pakistan
Qatar	Saudi Arabia	Sri Lanka	Tunisia	Turkey	
The United Arab Emirates	Yemen				



The NESAs Center concept was both simple and controversial. It was based on the premise that Arabs and Israelis, Pakistanis and Indians, and others would come together to discuss national security issues in a neutral setting for mutually beneficial dialogue. This business model was severely tested after September 11, 2001, but has proven itself strong even during times such as the August 2006 Lebanon conflict, when we had both Israeli and Lebanese representatives attend a Combating Terrorism seminar while the conflict continued.

As both the dynamics of our region and our guidance from the Secretary of Defense changed in the post September 11, 2001 world, the NESAs Center also redesigned its programs and activities. New programs on countering ideological support for terrorism, increasing and improving strategic

communication and outreach to the region, and supporting other strategic goals have been implemented, with more coming in the future.

Transition and Growth

In April 2006, the Secretary of Defense appointed a new Director, Lieutenant General David W. Barno, USA (Retired). As the former Commander of Combined Forces Command-Afghanistan (2003-2005) and Task Force Warrior that trained free Iraqi forces in Hungary (2003), he brought a new frame of reference to the Center.

When originally established, the NESACenter was under the management of the National Defense University (NDU), one of the world's premier professional military education institutions. As the Secretary of Defense sought increased regional center coordination, he made the Defense Security Cooperation Agency (DSCA) the Executive Agent for all the regional centers. What has not changed for the NESACenter, however, is the association with NDU. The NESACenter is co-located with NDU and our e-mail address [.edu](mailto:edu) reinforces what our participants already know, our strong commitment to providing a world-class academic environment for our discussions.



NESACenter Director, Lieutenant General David W. Barno, USA (Retired) speaking to the Strategic Communication Seminar about the "Military Commander's Perspective on Dealing with the Press" (June 2006).

Why Focus on the NESACenter Region?

Many look at the NESACenter region and see a confusing sea of ethnic and sectarian violence sitting atop oil reserves and ask: How can the United States play a positive role? The NESACenter has a clear answer – through dialogue, building relationships, and constant communication. These are bedrock principles of the Center and are reflected in everything we do ranging from our seminars, to contact with current and former participants, to our strategic communication and outreach efforts.

But what else makes our region unique?

- A region with more than 1.8 billion people, nearly 30 percent of the world's population
- A region that is the birthplace of Christianity, Judaism, Islam, Hinduism, and Buddhism
- A region with a majority of the world's oil reserves
- A region that stretches from the Sahara to the Himalayas
- A region with four nations that have, or are suspected of developing, nuclear weapons capabilities and that have frictional relationships with some of their neighbors
- A region rife with ongoing, violent border disputes for the past half-century
- A region with two state sponsors of terrorism (Syria and Iran) as well as transnational terrorist threats such as al Qaeda

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- A region where U.S. and Coalition partners have toppled two repressive regimes in the past five years
 - A region that produces an overwhelming majority of the world's opium and heroin
 - A region where the U.S. has more deployed than 250,000 combat troops

Responsive to U.S. Government Priorities: Test Beds for Interagency Jointness

Under the leadership of General Barno, the NESACenter has already started to expand and enhance its programs. As directed by the Secretary of Defense and other senior Department of Defense (DoD) officials, we have focused on strengthening strategic communication and outreach efforts while at the same time adhering to the academic standards that have made the Center such a well-known and respected institution in our region. For example, we established a separate office for External and Strategic Communications that handles everything from outreach to U.S. government stakeholders to communication with our more than 1,200 alumni (including our Embassy Orientation Seminar in October 2006).

We have held programs dedicated to the Global War on Terrorism (GWOT) and have contributed to Countering Ideological Support for Terrorism (CIST) efforts. The Center also conducts a strategic listening post workshop with senior military, police, civilian officials, and critical opinion makers from the NESACenter region on issues related to combating extremism. The workshop involves intensive two-day discussions on lessons learned on the ground in combating terrorism, countering insurgency, and related issues focusing on practical concerns, regional perceptions, and how radical organizations recruit and train.

In addition, when Saddam Hussein's regime was defeated, the NESACenter set up a specific program for the Iraqis establishing the Ministry of Defense (MOD). Our Iraqi Defense Planners Workshop (IDPW) helped provide needed background information for individuals setting up an MOD from scratch. NESACenter staff recently met with one of our IDPW alumni who said that when he came through the seminar he did not understand why our course was important, but that after he began his work he realized that the information NESACenter provided was invaluable and made it possible for him to do his job.

The NESACenter is also strengthening ties with the Department of State and other agencies as we become a test bed for interagency jointness. This includes not only reaching out across the government to inform agencies about the Center and to share with them our back briefs from trips and seminars, but to also actively seek more U.S. participants from a broader spectrum of the government. For example, in coordination with the Department of State and the Agency for International Development, we held a Provincial Reconstruction Team (PRT) orientation in spring 2006, solely for DoS, U.S. Agency for International Development, and DoD officials deploying on PRTs. This was the Center's first ever U.S. government-only event. At our August 2006 Combating Terrorism seminar, we welcomed three U.S. government participants, all from the DoS another first.

We are also working more closely with our combatant commands (COCOMs), in particular, Central Command. We have held issue-specific roundtables for them with experts from both the U.S. government and the private sector. We are also working in direct support of the winter commander's conference in 2006, having provided major support for such events starting in 2002. Due to the geography of our region, we also work with European Command and Pacific Command and have begun to forge better ties with Special Operations Command. We also actively participate with our COCOMs in their Theater Security Cooperation (TSC) planning as well as their annual Training Program Management Reviews (TPMRs).

The Secretary of Defense has instructed the five regional centers to increase their coordination and cooperation. Although the centers' responsibilities cover the globe and their headquarters stretch across 8,000 miles and ten time zones, our work together increases constantly. Since the fall of 2005, for example, the regional center Strategic Communication and Public Affairs officers have met three times to discuss strategic communication and public affair efforts and to exchange ideas and lessons learned. The regional center registrars have also met once (with another meeting set for fall 2006), with both large and small centers learning from each other. All five regional centers collaborated for a joint display at the annual DSCA conference, fielding questions about all the centers. For the first time, the centers produced a joint brochure that contains information about their programs and contact information. Finally, all the regional centers are working to implement the Regional International Outreach (RIO) system that will facilitate communication between the centers and, ultimately, with alumni across the world.

The NESACenter is working on other joint regional center programs

- Joint Alumni chapters (e.g., Sri Lanka and Bangladesh with the Asia-Pacific Center)
- Joint workshops (e.g., North Africa CT conference in Algeria with the Africa Center)
- Joint seminars (e.g., Afghan-Pakistani seminar with the Marshall Center)

Core Programs: Executive and Senior Executive Seminars

Since its inception, the NESACenter core programs have provided the foundation upon which we have built and enhanced our mission. We hold three-week Executive Seminars (ES) for the Lieutenant Colonel to Brigadier General level and eight-day Senior Executive Seminars (SES) for Flag and General Officers, as well as Minister and Ambassador-level participants. In response to our participants' suggestions, the length of both the ES and SES will be extended starting in 2007. Topics include the American national security structure and process, the current and future regional strategic environment, counter-terrorism, the proliferation of weapons of mass destruction, and disaster management. We also offer two-week Combating Terrorism seminars as described below.

These off-the-record, not-for-attribution seminars encourage a frank and open exchange of views. Participants are reminded when they arrive that they should speak candidly rather than use their government talking points or policy statements. Seminars generally contain 35-40 participants from 19-23 different countries, including the United States. Plenary sessions bring in outside speakers – senior U.S. government officials, specialists from think tanks, and academicians – to help frame broad issues and generate both thinking and discussion. The real magic happens, however, in the smaller breakout groups. These faculty-led discussions are frank and open, drawing out the participants in a way that cannot happen in larger groups.

In general, NESACenter Executive Seminars follow the schedule shown on the next page. The Senior Executive Seminars cover the same topics, but in a compressed time frame. The eight day SES is extending to two weeks in 2007, at the specific request of alumni. They told us, in no uncertain terms, that the program should be longer and that ensuring senior level officials attend is a priority of their countries, even given a longer schedule. We listened and we changed, as simple as that.

During seminars, participant site visits include the Pentagon, DoS, and Capitol Hill. On the visits, participants meet with senior officials, Members of Congress, Hill staffers, lobbyists, and others to learn how they fill their roles in policy formulation. In particular, the Capitol Hill visit is very popular; not only do the participants sit on the House Floor to learn about the complex Congressional procedures, they also meet lobbyists, many encountering the concept of professional advocacy for the first time. Participants are surprised to find that these lobbyists, despite their infamous regional

reputation, are, in fact, good people advocating for causes in which they believe. Specifically relevant to the NESAs region, our participants hear from advocates for Israel, Arab countries, and India.

Executive Seminar Schedule

First Week:

Facing Challenge and Change in the NESAs Region

- Set the international geopolitical context
- Deal with the hot issues head on

Second Week

U.S. Policy Making and Strategic Direction

- Insights into U.S. national security decision making process
- Location is important: Visits to Pentagon, Congress, and State

Third Week

Regional Challenges in an Age of International Interdependence

- Values and challenges of cooperative security
- Strategic Issues Forum
- Practical problem solving exercise in regional security cooperation

Responding to Our Alumni and Stakeholders' Needs

Responding to the needs of our region and our stakeholders, the NESAs Center holds specialized Executive Seminars, such as the recent Strategic Communication ES described below. In this post-September 11, 2001 world, terrorism is a concern to all, particularly those in our region. The Center conducts two two-week combating terrorism seminars annually that bring together regional practitioners who work on combating terrorism issues. To make progress in countering support for terrorism, we need to look at causes rather than just at specific attacks. The role of the NESAs Center and the other regional centers is not to tell those in the kinetic world how to do their jobs, but rather to contribute to them having less to do. As General John P. Abizaid, Commander of U.S. Central Command, has often said, the fight against terrorism and extremism should be 85 percent non-kinetic, but at the present time, it is 85 percent kinetic. The NESAs Center's role is to help policy makers understand how to change this dynamic.

The Center not only focuses on its region, but also on the embassies from the region in Washington. Center alumni fill senior embassy positions, but our programs also reach out to the broader embassy community. In 2005, we began a monthly "Washington Seminar" series where we bring senior U.S. government speakers to discuss NESAs region strategic issues with the diplomatic community affording them access to officials they might not otherwise meet.

When our participants talk, the Center responds, and we will extend the length of our two core programs in 2007 because of input we received. In response to other comments, in October 2006, we instituted a new Embassy Orientation Seminar for newly-arrived ambassadors, defense attachés, and other mid-to-senior level officials at NESAs embassies in Washington. This program resulted from an ambassador's suggestion during our SES course in the spring of 2006 and less than six months later we stood up the seminar. We do not just talk to our participants and alumni, we listen. Their good ideas help continually improve our programs for the benefit of successive regional participants and our stakeholders.

In-Region: The NESAs Center – Coming Soon to a Country Near You

One major change of the past eighteen months is a significant increase in the number of NESAs Center programs held in the region and overseas. Although these programs stretch limited budget resources, we made a strategic decision to hold more such events. The Center's fiscal year 2006 in-region and overseas programs represented a 40 percent increase over fiscal year 2005 and a more

than 130 percent increase over fiscal year 2004. These can be multi-day programs such as a Border Security Workshop held in Jordan, or fairly short ones like a seminar on South Asian security, cohosted with the Asia-Pacific Center, in Sri Lanka in 2006. In addition, our director travels frequently to the area, meeting with foreign governments, alumni, and U.S. country teams. Our faculty and staff travel for conferences and speeches, and meet with alumni, who also frequently visit us in Washington.

Alumni Symposium

Our biggest event in the region thus far was our five-year reunion held in Istanbul, Turkey November 2005. This Alumni Symposium brought together more than 100 former participants from across our region. For three very intense days, we discussed recent policy developments, including the Amman hotel bombings that happened less than a week before we met, and caught up with old friends. This was a first for the NESACenter and we plan to repeat this event regularly by reuniting alumni from a specific year, professional field, or sub-region.

Regional Network of Strategic Studies Centers

Working with counterpart institutions, the NESACenter established a “Regional Network of Strategic Studies Centers” in our region. This Network’s goal is to expand the strategic dialogue among institutions throughout the region, in response to regional requests for more avenues of dialogue and cooperation in meeting security challenges. The Network initiative is cosponsored by the following centers:

- The Institute for Strategic Studies, Research, and Analysis, National Defense College, Pakistan
- The Center for Strategic Research (SAM – Turkey)
- The National Center for Strategic Studies, National Defense College, Jordan

The Network conducts business through traditional face-to-face meetings and working group activities, as well as virtual activities.

Combatant Command Support Events

These programs include a wide variety of events in support of the three Combatant Commands in the NESACenter region, U.S. Central Command (CENTCOM), U.S. Pacific Command (PACOM), and U.S. European Command (EUCOM). Programs may be focused geographically by sub-region or country, or by functional topic and are usually 3-5 day workshops. The NESACenter executed such events with CENTCOM annually from 2002 to 2004; most recently NESACenter supported the 2006 Eagle Resolve exercise; and worked on the winter Commander’s conference in 2006.

Track II

These unofficial programs are sponsored by NESACenter and organized and conducted by a U.S. non-governmental organization. One program brings together senior military officers from most countries in the Middle East and the U.S. for semi-annual non-attributable discussions on strategic issues and military concerns. The other program, meets three times a year and brings together Middle East officials and non-officials for intense working group sessions dealing with the following:

- The Palestinian-Israeli conflict
- Gulf security
- Mediterranean security

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- Economic development
 - Democracy and culture
 - Cooperative technology measures
 - Women's issues

By bringing together generally the same group of participants, including many NESAs Center alumni, the program generates a group not replicable in one-off seminars and keeps our alumni engaged with the Center. Besides facilitating critically important regional communications, both series have resulted in actionable policy recommendations.

The Office of the Secretary of Defense Research and Faculty Lecture Tours

These tours are a research and outreach opportunity for NESAs Center faculty, often combined with an alumni or Network event. They allow faculty to conduct research, attend speaking engagements and conferences, and maintain professional institutional relationships. NESAs Center faculty are required to conduct lecture tours in the NESAs region where they present findings from their latest research. These lectures serve as a means to engage NESAs alumni, strategic study centers, defense colleges, universities, and other interested parties.

A NESAs Presence in the Region Soon?

Our alumni may see us permanently in the region as we continue to look into setting up a presence in the NESAs region itself. In the next two years, it is very likely that we will have a NESAs Center satellite office that will further cement ties with our alumni and the region as a whole.

Strategic Communication and Outreach

Shortly after the DoD made it clear that strategic communications and outreach should be key the regional center priorities. The NESAs Center established an office for External and Strategic Communications, headed by an individual who has been with the Center since its inception, this office handles all communication with those listed below.

- Points of contact in U.S. embassies overseas as well as foreign embassies in Washington
- Participants prior to and during our programs
- Alumni after they leave our seminars
- U.S. government stakeholders, both in Washington and overseas
- The interagency strategic communications community
- Media, both domestically and in the region

The NESAs Center's goal is to generate a dialogue that begins with the programs and then continues after the participants leave. Our participants are communicating with us as much as we are with them, as discussed below in the Alumni section. We produce short, non-attributed back briefs after seminars and trips that we circulate on a limited basis to senior U.S. government stakeholders. These reports contain key and new facts or opinions gleaned from discussions with participants. The idea is to help senior policy makers stay informed of views to which they would not otherwise be exposed. Our back briefs generate responses on a routine basis from the 3-star-level and 4-star-level, sometimes resulting in staff action.

The NESACenter is also developing an active media outreach program, spearheaded by our Director. Most recently, General Barno traveled to the Arabian Gulf and met with several regional media outlets, including Al-Jazeera and we plan on more such engagement.

In 2006, we integrated our Strategic Communication efforts into our core programs, holding a special Executive Seminar on Strategic Communication. We were the first Center ever to hold such a conference, bringing together more than thirty participants responsible for internal messaging in their governments. We did not seek traditional public affairs officers, we wanted those who communicated within their own governments. During their three-week seminar, they visited relevant sites outside the usual seminar fare, such as the Defense Information School and the Broadcasting Board of Governors. During the August 2006 meeting of the five regional centers' strategic communications and outreach officers (including public affairs officers from both CENTCOM and PACOM, the NESACenter briefed all on lessons learned during this program and shared the back brief that came out of it.

Participants: Strategic Communication and Outreach Starts Here

The NESACenter's ability to continue to generate programs that bring NESACenter region participants together is due in large part to our participating countries. Their commitment to the NESACenter is demonstrated every seminar when they send us their best and brightest. Importantly, NESACenter participants are not all military, as one might expect. Our participants are almost equally divided between military and civilians as shown in Figure 1. They are also spread out across our Combatant Commands Figure 2. In addition to our core region, we invite several North Atlantic Treaty Organization (NATO) member countries to send participants as our region is of vital concern to them as well.

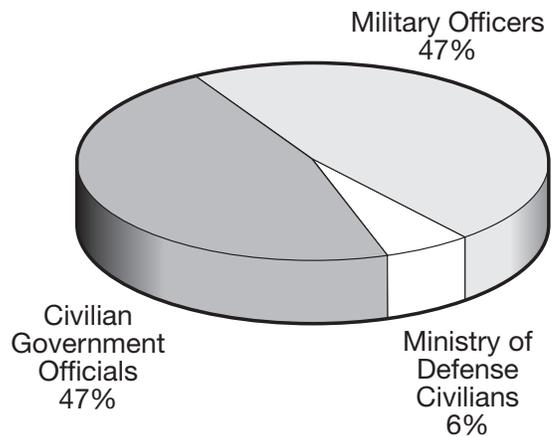


Figure 1. NESACenter Participant Composition for 2000 through 2006.

The Center's core programs are held in Washington, D.C. in our new facilities with video conference capability. For each seminar, we provide simultaneous interpretation into Arabic, French, and Dari. Providing interpretation affords us the opportunity to bring participants who might not be able to attend other U.S. government programs because of language limitations.

While participants are here, we also arrange separate meetings outside of the seminar. For example, CT specialists attend meetings with the Pentagon's J-5 office dealing with the Global War on Terrorism. A deputy spokesman for a NATO country Foreign Ministry spoke with the Rapid Reaction Unit in Under Secretary of State Karen Hughes' office. And a one-star participant met with a Congressman to whom he had been introduced while the Member toured the Middle East.

But it is not all work. We pride ourselves on making our participants part of the NESACenter family with events such as a tour of Washington, D.C. at the end of their first week with commentary provided by one of our faculty. Rather than listening to how policy is made, they learn why the stone on the Washington Monument is a different color one-third of the way up or what material was used to construct the Capitol dome. Not only do NESACenter staff and faculty come along on these tours, we also frequently bring family and encourage our participants to bring family or friends they have in the DC area.

Figure 2. NESACenter Alumni Representing Thirty Countries for 2000-2006

CENTCOM		EUCOM		PACOM		Other	
Afghanistan	25	Algeria	21	Bangladesh	47	United States	51
Bahrain	15	France	6	India	54	Canada	2
Egypt	45	Israel	67	Maldives	18	Total	53
Iraq	146	Italy	7	Nepal	50		
Jordan	78	Mauritania	32	Sri Lanka	47		
Kuwait	21	Morocco	39	Total	216		
Lebanon	10	Spain	2				
Oman	54	Tunisia	44				
Pakistan	57	Turkey	39				
Qatar	79	United Kingdom	2				
Saudi Arabia	39	Total	2				
United Arab Emirates	58						
Yemen	57						
Total	654						

After almost three very intense weeks of seminar (and eating the same American food every day), we turn the table on our participants and hold a potluck supper where they have to cook for each other. Friends have been made and it is one of the most enjoyed events of the entire three weeks. We not only get to try some of the best food from across our region, we and the participants can sit and talk for hours about the widest range of interesting subjects.

While our participants are here, we stress the benefits of technology. We loan each of them laptop computers for their time in Washington, and encourage their use. We provide computer instruction during lunch breaks and have the NDU librarians give detailed training on how to use the NDU library online resources, including Military Education and Research Library Network (MERLN). These NDU resources are available to our participants for the rest of their lives. In addition, they receive training on Blackboard, the NDU web site interface, and our alumni web site that has a document library in multiple languages.

Alumni: Strengthening Networks and Improving Communication

In February of 2006, Ambassador Eric Edelman, Under Secretary of Defense for Policy made it clear that the regional centers should “focus on improving networks and alumni outreach efforts to communicate better.” A primary regional center focus for many years has been our alumni. We found, however, that simply calling them alumni did not do justice to the vital role they play in the Center’s work. Our newly-renamed “Continuing Education, Exchange, and Relations” (CEER) office handles much more than alumni relations. CEER in Arabic means progress or advancement.

We maintain daily communication in both Arabic and English with our alumni by e-mail and phone. The CEER office is staffed with a fluent Arabic speaker and that fact alone enables us to reach out in a way that resonates positively in the region. We do not have automated, machine-generated e-mails. Our alumni notes are all compiled by CEER staff with articles, regional center news, and alumni updates. Because of sporadic internet connectivity throughout the NESACenter region, we are always looking into new ways to reach out to alumni. For example, we are in the process of acquiring SMS and text messaging capability. In addition, we have a robust, password-protected alumni web site that contains a wealth of information; documents in English, Arabic, French, and Dari; as well as access to the NDU library online resources. Importantly, it also has tools to help alumni stay in touch with us and each other.

Maintaining such close connections becomes even more important as the Center matures and our alumni advance in rank in their countries. We count many senior national security policy makers among our alumni, including the following:

- Chiefs and Deputy Chiefs of Staff
- Current and former ambassadors to the U.S.
- Directors of Intelligence (MOD)
- Ministers

Among the Americans, our alumni include the Deputy Commander of CENTCOM, as well as the Senior Military Assistant to the Secretary of Defense. Our alumni efforts help reinforce the interagency jointness concept stressed by Under Secretary Edelman. The Regional Centers' regions overlap and the NESACenter is setting up joint alumni groups in some of the 13 countries we share with the Africa Center, the Asia-Pacific Center, and the George C. Marshall Center. In an initiative unique among the regional centers, the NESACenter is also reaching out to U.S. professional military education institutions, National Defense University, the Army, Naval, and Air War Colleges, seeking to incorporate their alumni from our region into our alumni activities. We have an active growth plan for increasing our alumni efforts and envision supporting a large variety of new programs.

- Continuing Education
 - Substantive meetings and seminars planned in region for alumni
 - Sharing useful articles and educational resources like MERLN and the NDU Online Library
 - Online moderated discussion boards
- Continuing Exchange
 - Graduates receive weekly e-mails consisting of NESACenter updates, NESACenter faculty and staff travel plans, and interesting articles related to the region
 - Graduates are frequently asked to write on regional topics for distribution to other interested graduates
 - Summaries of alumni responses to U.S. government statements and publications are regularly distributed on a non-attribution basis to our U.S. government stakeholders
- Continuing Relations
 - When NESACenter faculty or staff visit the region, a graduate event is organized to bring our alumni together again
 - The NESACenter recommends its outstanding graduates for other similar seminars around the world (e.g., Track Two discussions)
 - Graduates have steady and personal contact with the CEER office via phone, e-mail, and fax

Alumni Community Chapters

In direct support of the National Security Strategy, DoD, and DoS policy, the NESACenter has launched its Community Chapter program. This program will foster stronger civil-military relations and promote regional cooperation among senior-level NESACenter region leaders. In support of Office of the Secretary of Defense strategic communication policy guidance, the Community Chapters will serve simultaneously as outreach activities and increase our already extensive two-way communication with the region. Active participation in these chapters will allow community members to network with U.S. officials, as well as colleagues in their country and region.

In addition, programs initiated by these chapters will continue to advance U.S. security policy, strengthen relationships in local governments, and enhance regional cooperation. They also will provide a means for the center to maintain contact with its community, communicate up-to-date U.S. policy on the Near East and South Asia, and share information about activities and promotions of other community members and chapters. In addition, we are looking into linking our alumni chapters to the Regional Network of Strategic Studies Centers wherever possible.

Reaching Out in Times of Need

Just as we try to make our seminars more than just work, our alumni relations are more than just e-mails. When participants leave a seminar, they leave as part of the NESACenter family. As such, we stay in touch and try to assist them as problems arise. For example, when the Pakistan earthquake hit a year ago, we immediately contacted our alumni over the weekend to ensure that they were alright and helped them get in touch with the U.S. Center of Excellence in Disaster Management and Humanitarian Assistance in Hawaii. During the recent Lebanon conflict, we helped facilitate contacts between our alumni and the U.S. Defense Attaché's office in Lebanon to expedite the evacuation of U.S. citizens from that country. Due to chaotic conditions on the ground, going through the center facilitated the process and our close alumni relations and our previous work with the U.S. Embassy in Beirut paid off. In addition, our alumni insights on the ebb and flow of regional public opinion on the Lebanon conflict was instructive for our U.S. government stakeholders as always on a non-attribution basis.

What Else Do You Need to Know About Us?

If you are reading the *DISAM Journal*, you are a security assistance professional. You may have questions about how NESACenter programs relate to the goals of your office or how attending NESACenter programs can contribute to your professional development. For information about NESACenter activities, contact John D. Lawrence, Strategic Communications and Outreach at (202) 685-3848 or by contact him by e-mail at: LawrenceJ4@NDU.edu.