



## Overview: The Center for Civil-Military Relations

The CCMR for Civil-Military Relations (CCMR) in Monterey, California, helps nations strengthen their democracies and resolve issues resulting from defense transformation, stability, security, transition and reconstruction (SSTR) operations, terrorism, and other security challenges. In the past two years, the has helped educate over 7,000 international military officers and civilians in programs conducted in host countries and in the United States.

Wherever possible, the U.S. works with or through others: enabling allied and partner capabilities, building their capacity and developing mechanisms to share the risks and responsibilities of today's complex challenges. Quadrennial Defense Review (Office of the Secretary of Defense, February 6, 2006.)

In a democracy, those who govern have power by virtue of a popular vote of their country's citizens. While not similarly elected, the military also holds power based on the strength of the institution and its control over the means of violence. Consequently, effective civil-military relations – the relationships between elected civilian leaders and the military – are vital to those seeking to create a government that is ultimately responsive to the people who elected it.

The key issue remains how a democratic government can exert control over the military, rather than the other way around. This is especially important since the military formed the government in many countries, and in others the military is relied on periodically to support a civilian government. As always, "the devil is in the details" because institutions such as defense ministries, legislative committees, oversight commissions, and others must exercise control over the military for a democratically elected civilian government to succeed.

Democracy is a value by itself, derivative of the benefits of liberty and freedom, and it is widely accepted that democracies create better conditions than other political systems for human progress and the minimization of conflict and war. The study and teaching of civil-military relations is extremely important because unless civilians know how to establish and manage these key institutions, real democratic civil-military relations cannot be achieved. By employing a lessons-learned and best-practices approach, civilians can learn how to control the military, and officers can come to understand that in the long run such control benefits them and their nation.

The CCMR at the Naval Postgraduate School was established in Monterey, California, in 1994 to provide graduate-level education to international civilian and military participants through resident and nonresident courses. The CCMR's programs assist foreign nations in resolving civil-military issues that can occur as a nation addresses defense transformation requirements, participates in SSTR operations, seeks to combat terrorism, and steps up to other security challenges. In so doing, CCMR assists in the implementation of the *National Security Strategy*, *National Defense Strategy*, *Security Cooperation Strategy*, the *Quadrennial Defense Review*, and other Presidential directives and policies.

Last year the CCMR reached 4,166 students through 93 programs, 77 delivered abroad, and 16 at its California campus. Through October 2006, the CCMR had conducted 129 nonresident programs, 38 took place away from Monterey in the U.S. and 91 abroad. It also offered 17 resident programs in Monterey. Participants in these 146 programs included 2,929 foreign officers, 1,644 foreign civilians, 13,659 U.S. military personnel, and 977 U.S. civilians.

---

---

All of the CCMR's programs emphasize three main goals:

- First, consolidate and deepen democracy with particular reference to national defense and the armed forces
- Second, increase the effectiveness of the armed forces in fulfilling the multiple roles and missions assigned to them by their democratically elected civilian leaders
- Third, seek success in the most efficient manner possible at the lowest possible cost

While these goals apply to all of its programs, the CCMR has a number of different programs tailored for specific purposes in response to changing world conditions and emerging requirements. For example, CCMR is teaching leaders:

- How to carry out defense transformation
- How to formulate defense policy and strategy
- How to implement defense reform
- How to address civilian control and personnel management issues
- How to pursue defense acquisitions
- How to handle civil-military relations and public affairs

In the area of combating terrorism policy and strategy, the CCMR has created programs that emphasize how to implement these policies effectively while simultaneously strengthening democratic processes and culture. Of particular emphasis is the theme of reforming intelligence policies and processes. The CCMR has taken the lead in U.S. graduate-level education and training for SSTR operations. Three dozen nations, for example, are receiving education about the most current doctrine and peacekeeping methods through the Global Peace Operations Initiative program. The United Nations (U.N.) provides the doctrine, and the CCMR contributes to its formulation.

Through other programs, U.S. officers and civilian leaders learn about the challenges and opportunities provided by international peacekeeping duties. In one program, Leader Development and Education for Sustained Peace (LDESP), the CCMR prepares U.S. military units and personnel for stability operations in Bosnia, Kosovo, Afghanistan, and Iraq.

Increasing demand on the CCMR has led to the proliferation of programs and greater student participation. The CCMR has rapidly expanded its graduate-level, short-course educational programs for international civilians and officers, as well as for American civilians and officers scheduled to serve abroad.

The CCMR's programs incorporate requirements established by the U.S. government and, when abroad, by the host nation. The programs are rigorous and demand graduate-level thought and analysis. The CCMR draws on the teaching expertise of academic experts, retired military officers, retired members of Congress, executive and legislative staffers, and international experts. Discussion groups and simulations are emphasized throughout. In response to a request this year by the Department of State (DoS) and the Defense Security Cooperation Agency (DSCA), CCMR developed a series of programs with the Government of Nepal. The purpose of the program is to assist Nepalese government officials with developing procedures to reform the security structure, establishing a process

---

---

for democratic civil-military relations and developing a peace process. The first of the series was delivered in June and will be followed by four additional seminars.

Successful programs in short courses generate additional requests, for longer-term programs. Examples include creation of a civilian defense cadre in Taiwan; reform of the defense planning and management system in Estonia; Ministry of Defense reform and promotion of national security public awareness in Colombia; and development of a national defense planning system in Ukraine. Building upon previous seminars and workshops, the CCMR can assist in institutionalizing its three goals of achieving democratic civilian control, demonstrating military effectiveness, and promoting efficient use of resources.

The Naval Postgraduate School faculty members lead most CCMR programs. Organized into teams, the faculty maintains geographic academic currency and reaches out to prominent civilians, officers, and members of academia and other communities to promote learning. This, in turn, has been an effective recruiting tool to build a cadre of young faculty members with expertise in Africa, the Middle East, South Asia, Latin America, Asia, and Central and Eastern Europe.

The CCMR's decade of experience has allowed the faculty to publish scholarly articles on such topics as democratic consolidation, defense reform, and democratic control of intelligence organizations. Last year, the University of Texas Press published, *Who Guards the Guardians and How: Democratic Civil Military Relations*, which includes chapters by several Civil-Military Relations faculty. Another book, which grew out of the *Intelligence and Democracy Program* and published this year, *Reforming Intelligence: Obstacles to Democratic Control and Effectiveness*, discusses reform of intelligence organizations throughout the world. Yet another book, *Global Politics of Defense Reform*, examining case studies on defense reform will follow this. In all cases, the book-length manuscripts have grown out of the course material.

The CCMR has been able to compound its influence through partnerships with other educational and research institutions. In El Salvador, for example, it has been working with the College for Higher Strategic Studies (CAEE) for a decade. Graduates are now spread throughout the upper levels of the government and the military. In addition, the Defense University of Mongolia created the Civil-Military Relations Research Center in 2002, establishing close links to the Monterey center. Together the two centers have now published two books.

The CCMR is a unique institution. It combines academic excellence in teaching and publishing with customized courses on all aspects of civil-military relations and security decision-making. Its reputation is well known in North Atlantic Treaty Organization (NATO) and Partnership for Peace circles, within the U.N. community, and among international scholars. As it celebrates over a decade of development and growth, the CCMR stands ready to respond to emerging demands with high quality, relevant, graduate-level programs. For more information contact Mr. Richard Hoffman, Director, Center for Civil-Military Relations web site at: [www.ccmr.org](http://www.ccmr.org).