

**Fall
2014**

Saudi Graduates Key in Building New Command and Staff College

On September 9th, Colonel Mohammed Alyami (CTF 2009) visited CISA to discuss potential cooperation between NDU and Saudi Arabian National Guard Command and General Staff College (CGSC). This academic visit, which was supported by the College's Commander, Major General Ahmed Almufarh, was designed to build cooperation amongst educational institutions like CISA.

COL Alyami, the Assistant Dean of CGSC, is not the only CISA graduate to play a role in the establishment of the CGSC. In fact, there are three other CISA graduates from the...

(continued on p. 6)



COL Mohammed Alyami (center) visited CISA in September and met with the CISA faculty and staff. Alyami, along with three other CISA graduates are building the Kingdom's new Command and General Staff College "from scratch".

2015 CISA CT Seminar and NDU Alumni Reunion Scheduled!

ISIS - terrorist or insurgent? What is the regional and global response to ISIS and other threats?

Combating Terrorism Continuing Education Seminar Amman, Jordan (9-11 February 2015)

Co-hosted in partnership with the King Abdullah II Special Operations Training Center (KASOTC), NDU/CISA will hold a continuing engagement seminar for alumni to discuss the evolving challenges in combating terrorism and the threat of ISIS. If you are interested in attending, please fill out [this registration form](#) on CISA's website under "Alumni".



CISA will fund approximately 40 alumni to attend this unique continuing education seminar. To attend, you must be in an active government or military position. Given the regional focus, priority will be given to those who hail from the Middle East, Africa, and those alumni in positions focused on security in the Middle East. American graduates are encouraged to attend on behalf of their service (or SMEs).

NDU Alumni Reunion - The Americas Cartagena, Colombia— June 2015 (TBD)

In partnership with the Armed Forces of Colombia, NDU will host an alumni reunion for graduates of any of the five NDU colleges. This will be a great opportunity to reunite and network with other international fellows. Topics will cover the gamut of issues from strategy to regional security in the Western Hemisphere. More information is forthcoming.



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Meet CISA's New Leaders!

*A Note from
the Chancellor*



Vice Chancellor Ensher Brings Experience in Complex Operations and Diplomacy in Middle East

Dear CISA Comrades,

It is with great pleasure that I announce Ambassador Henry Ensher joined the CISA faculty and leadership team this week as our new Vice Chancellor. Ambassador Ensher joins CISA from Algiers, having served as U.S. Ambassador to Algeria since 2011.

As I am sure you'll quickly recognize, Ambassador Ensher is a seasoned and courageous diplomat who will bring a great deal to the team and our missions. In addition to Algiers, in his 31 years in the Foreign Service, Henry Ensher has served in diplomatic posts Mexico, Muscat, Tunis, Damascus, Jeddah, and Tel Aviv. But there is more...

As all of us consider the lessons of the so-called "decade of war" (and the integration of the diplomacy and development into complex security campaigns and efforts) Ambassador Ensher

will be invaluable. He was: Governance Coordinator in Iraq's Qadisiyah Province in 2003-4 under the Coalition Provisional Authority; Deputy Political Counselor in Baghdad in 2004-5; in the Department's Office of Iraq, Bureau of Near Eastern Affairs in 2005-6; chair of the Department of Near East and North Africa Area Studies at the State Department's Foreign Service Institute from 2006-7 (and Coordinator for Iraq and Afghanistan Provincial Reconstruction Team training); Political Adviser to the Combatant Commander, US Central Command in 2007-8; Director of the Office of Afghanistan Affairs from 2008-10; and Senior Civilian Representative-South at Kandahar Air Field, Afghanistan in 2010-11. I must also highlight that he received the Department of State Award for Heroism.

We are indeed uniquely privileged to have Ambassador Henry Ensher join the CISA team!

MICHAEL S. BELL, PhD
Chancellor, CISA

Amb. Henry Ensher
CISA's Vice Chancellor



Ambassador Ensher flanks Secretary of State John Kerry during the Israeli-Palestinian Peace Talks in Algiers (April 2014). Photo: VOA News

Interview with CISA's new Academic Dean, Dr. Chuck Cushman

Q: You've been here about four months, how does CISA compare to working at Georgetown and George Washington University?

Every university is a complicated place, yet NDU is unique due to its history. The fact that the National War College and Eisenhower School (ICAF) existed before the formation of NDU creates an interesting dynamic. At the same time, CISA's rapid growth is exciting and it has greatly changed the character of NDU.

Q: Many CISA graduates return to teach at their respective war college or staff college. What advice

would you give them?

The first thing I'd say is to remember that you're not alone. All of your former advisors and professors are here to help you think through the tough challenges. Reach out to your mentors at home for their advice too. If you can take the theories you learned at CISA and apply them to your own mission, you'll do great.

Q: What do you see as the major issue facing U.S. Professional Military Education institutions?

The biggest challenge we face in the U.S. is the

federal budget. For institutions like CISA to thrive and succeed, we need to do two things. First, we have to produce success in the classroom. This means ensuring that our teaching reflects the best thinking about the challenges confronting the country today. Second, we need to demonstrate to stakeholders how we are effective in accomplishing their mission—particularly in supporting the warfighter.

To contact Dr. Cushman, email him at:
charles.b.cushman.civ@ndu.edu

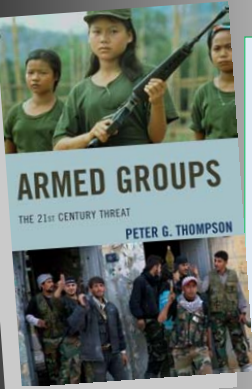
Dr. Chuck Cushman,
CISA Academic Dean

Dr. Cushman joins CISA after a decade at George Washington University and Georgetown University.

[Click here to view his bio](#)



Faculty Book Corner



Armed Groups: The 21st Century Threat by Peter G. Thompson

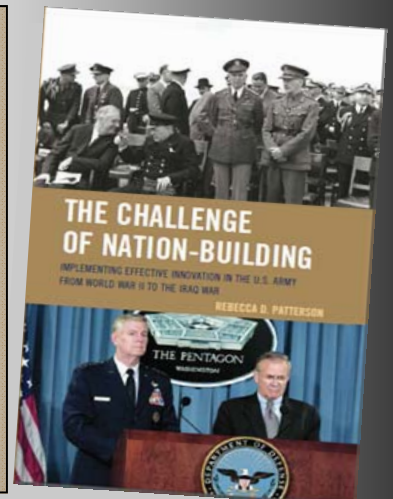
In this age of asymmetric warfare, battles are fought increasingly against armed groups of terrorists, insurgents, or transnational criminal organizations. Drawing on international case studies and histories, this text is the first to categorize armed groups and analyze their characteristics in a systematic way to provide a thorough overview of all types of armed groups and the defining role that they play in today's security environment.

[\[Click here to learn more\]](#)

The Challenge of Nation-Building: Implementing Effective Innovation in the U.S. Army from World War II to the Iraq War by Rebecca D. Patterson

This text examines the conditions that affect the U.S. Army's ability to innovate during nation-building operations. Using military effectiveness as the measure of innovative success, the book analyzes several U.S. cases, including post-War World War II Germany, South Korea from 1945-1950, the Vietnam War, and Operation Iraqi Freedom. By doing so, it considers the conditions that enabled innovation in Germany while explaining factors that hindered the U.S. Army's creativity in other cases.

[\[Click here to learn more\]](#)



Nuclear Energy Safety and International Cooperation: Closing the World's Most Dangerous Reactors by Spencer B. Meredith III

This book examines why five countries operating dangerous reactors first signed international agreements to close them within a few years, then instead delayed for almost two decades. The book questions the efficacy of Western governments' efforts to convince Eastern counterparts of the dangers they faced, and establishes a causal relationship between political stability and compliance behavior.

[\[Click here to learn more\]](#)

Iraq after America: Strongmen, Sectarians, Resistance by Joel Rayburn

Iraq after America examines the government and the sectarian and secular factions that emerged in Iraq since the U.S. invasion of 2003, presenting the interrelations among the various elements in the Iraqi political scene. The book traces the origins of key trends in recent Iraqi history to explain the political and social forces that produced them, particularly during the intense period of civil war between 2003 and 2009.

[\[Click here to learn more\]](#)



CISA's First Hall of Famer: Major General Kenrick Maharaj is Inducted to the NDU International Hall of Fame

CISA-Net Newsletter Fall 2014

On 3 September 2014, Major General Kenrick Maharaj, who currently serves as the Chief of Defense Staff for Trinidad and Tobago, became the first CISA (SNSEE) graduate to be inducted into the NDU International Hall of Fame.

In his acceptance speech, Maharaj said, "I consider the NDU experience a strategic professional intervention. It constituted a trigger point that carried me from the operational level thinking to the strategic level."

Maharaj also stressed that CISA taught him the fundamentals of the global security environment and how to find solutions through the sharing of ideas.

In fact, Maharaj was able to see an immediate impact from what he learned at CISA — upon returning home, he was selected to lead the planning and execution of the

“ *We who serve the good of mankind,*

We who serve the higher national, regional, and international purpose, must understand the need for our own network, our own interconnectivity. ”

Regional Security Plan for the 2007 Cricket World Cup in the Caribbean.

In addition to Maharaj, the ceremony also honored José Santiago Valdés Álvarez, the former Chief of General Staff of the Mexican Navy and a graduate from the ICAF Class of 1995.

Below: Dr. Michael Bell (left), CISA Chancellor, and MG Kenrick Maharaj (right) pose in front of the International Hall of Fame photo to be mounted in Marshall Hall. Maharaj is CISA's first Fellow to be inducted.

MG Maharaj speaks during his induction ceremony into the NDU International Hall of Fame on 3 September.



Dr. Tom Marks Receives Medal from the Colombian Military for "Faith in the Cause"

"When the guy next to me said that I had to go up on stage, I thought that he was kidding!" said Dr. Tom Marks, CISA Professor and Head of the War and Conflict Studies department.

While he was attending SOUTHCOM's regional threats meeting in Colombia during the July *Fuerzas Comando 2014* symposium, Marks was awarded a medal by the Colombian military for his support in the war against the FARC. The medal ("Faith in the Cause"), which is an honor normally reserved for Colombian military officers and NCOs, was a "total shock" to Marks.

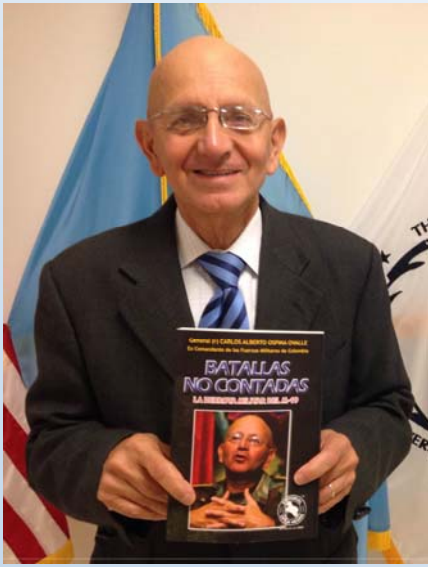
"Tom has always been linked as a friend and unofficial advisor since the hard days—even in the field," said GEN (ret.) Carlos Ospina Ovalle, the former Commander of Colombian Armed Forces and now a Distinguished Professor of Practice at CISA.

Several Colombian alumni were in attendance including Admiral Hernando Wills (Class of 2008), who is now Chief of the Navy, and Colonel Rodrigo Contreras (Class of 2011), a SOF Battalion Commander.



Dr. Marks with Col. Rodrigo Contreras (CTF 2011) at the *Fuerzas Comandos 2014* symposium. During the event, Marks received a medal from the Colombian military for his service to the country.

Interview with GEN (ret.) Carlos Ospina-Ovalle on his latest book Batallas No Contadas (*Untold Battles*)



Q: What was the “untold battle”?

Ospina: In 1981, Cuba supported an invasion by a Colombian insurgent group named M19. The Cubans trained, armed, and deployed two guerilla “columns” to Colombia, which added 400 fighters to the existing M19 force of 600-700 in Colombia. Thankfully, Colombian intelligence detected the columns upon their arrival to the western coast. After bitter fighting, we defeated the M19 group and killed or captured 90 percent of enemy forces. Colombia consequently cut off diplomatic relations with Cuba.

Q: You say that this is a historical memoir?

Ospina: Yes, the book largely focuses on the operational and tactical level as well as my experience fighting M19. It begins by describing the political context of the Cold War in Latin America and describes the various insurgent groups operating in Colombia through Soviet sponsorship and Cuban intervention. Many people forget that in 1981, M19 had taken refuge in Ecuador. They were expelled from Ecuador after pressure from Colombia and they responded with a

threat to kill the President of Ecuador and other defense leaders. The President was later killed in a mysterious plane crash, and M19 has denied involvement to this day.

Q: Why did you write the book?

Ospina: Many people do not remember this moment in history despite its importance in defining the relations between Cuba and Colombia. Following their defeat, M19 fighters received amnesty and several were elected to political offices including a mayor of Bogota, a senator, and a congressman.

DID YOU KNOW?

CISA has some of the leading U.S. experts on Operation Iraqi Freedom that are drafting the Army’s history of the Iraq War?

If you would like to learn more, contact us at cisa_alumni@ndu.edu



Brazilian graduate from CISA and NDU share their lessons from the 2014 World Cup security planning.

[Read it here](#)

CISA Bragg Alumni Publish Theses in Special Warfare Magazine!

3S - SCALE, SCOPE, SALIENCE

A NEW MODEL FOR EVALUATING TERRORIST THREATS

BY MAJOR CASEY MILLS

Congratulations to Major Casey Mills and First Sergeant Andrew Prescott who published their 2014 theses in Special Warfare magazine’s “academic issue”!



“We need warrior scholars to help think through the strategic dilemmas we face, leading our force as we respond to those dilemmas.”

CJCS Facebook



GENERAL MARTIN DEMPSEY
18th Chairman, Joint Chiefs of Staff

INTERAGENCY CONFLICT

A Scientific Approach to Understanding Human Social Behavior and Organizational Theory

BY FIRST SERGEANT ANDREW J. PRESCOTT

Saudi Graduates Key in Building New Command and Staff College (from cover)

...Saudi National Guard now working alongside him to launch the college: BG Abdulhadi Al Shehri (CTF 1-06) is currently the Dean of Academics, and he recently led a delegation from the CGSC to meet with CISA in March 2013 (see photo to the right). BG Hassan Abosaq (CTF 2008) is the Head of the Maintenance and Operations Department, and COL Abdullah Alanazi (CTF 2011) is the Director

of Curriculum Development.

Prior to visiting CISA, COL Alyami participated in a faculty development course at Ft. Leavenworth with his CGSC colleagues to prepare instructors for the inaugural class, which will commence in fall 2015.

While meeting with Dr. Bell, Alyami discussed the impact of CISA on his

preparation for this leadership role at CGSC. He said that it was particularly helpful because the CGSC is “building the curriculum from scratch.” He also mentioned the importance of his relationships with his classmates.

If you would like to learn more about the Kingdom’s Command and General Staff College, reach out to CISA through the alumni network.



Dr. Bell (left) welcomes Saudi alumnus BG Abdulhadi Al Shehri (1-06) to NDU during a visit last March. Al Shehri is now the Academic Dean of the Saudi Arabian Command and Staff College.

Papers Published by Graduates

“Collaborative Spectrum Management” by SFC Nicholas A. Perez-Santalla (JSOMA 2014)

[\[click header to read full article\]](#)

The electromagnetic spectrum must be properly managed to benefit the military and society as a whole. Antiquated command-and-control governance and utilization of the spectrum must end. Over the past two decades, spectrum managers have begun converting restricted use frequencies from government agency to commercial because of shifting economic, political and strategic considerations. A framework for a more collaborative approach is required to successfully meet the needs of both the federal government within the national security environment and commercial industries.

“Trafficking Nuclear and Radiological Materials and the Risk Analysis of Transnational Criminal Organization Involvement” by Matthew R. Kershner (CTF 2012)

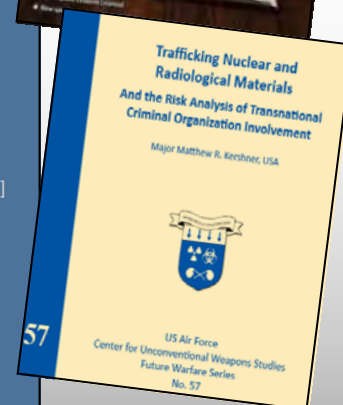
[\[click header to read full article\]](#)

This study analyzes past trends of illicit smuggling of nuclear and radiological material to examine the validity and accuracy of information suggesting whether transnational criminal organizations are or are not connected to the transfer of this special material to terrorist organizations. The author suggests that the U.S. government consider policy changes to shift from a strategy of deterrence to one of dissuasion, attempting to change the risk calculation of those criminal organizations rather than to threaten retribution against these perpetrators.

“Recommitting to a Shared Mission Against Terrorism” by Shaïda M. Abdali (CTF 2009)

[\[click header to read full article\]](#)

In this article in Foreign Policy magazine, Ambassador Abdali discusses the necessity that both India and Afghanistan have in combating terrorism. Both countries receive terrorist threats emanating from Pakistan and need to work together to address these issues. Abdali suggests that if the international community does not work together in fighting the Taliban and al Qaeda, more attacks may occur. The Ambassador also recently was presented the High State Medal of Wazir Akbar Khan. He received award for his commitment and dedication to strengthening the Indo-Afghan bilateral relations over the two years of his tenure.



Amb. Abdali is awarded a High State Medal by President Karzai on September 20, 2014.



Alumni Snapshots!




Recently-promoted **Brigadier Ehsan Khan, CTF 2010**, poses in front of a helicopter in the “world’s highest battleground” in northern Pakistan.

During a recent trip to the Republic of Georgia, Secretary of Defense Chuck Hagel is welcomed by **David Nardea (right), CTF 2011**. As the Division Chief for Transatlantic Relations of the Georgian Ministry of Defense, Nardea coordinated the visit to enhance defense cooperation between the two countries. You can read more [here](#).



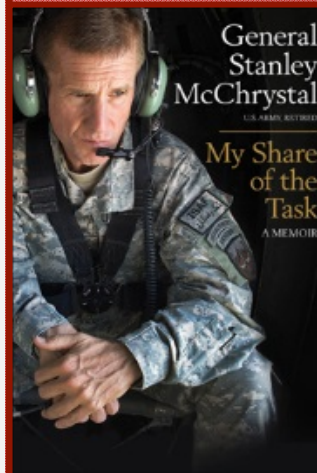
Colonel Hira Joshi (left), CTF 2007, escorts USPACOM Commander Admiral Samuel J. Locklear III through the Birendra Peace Operations Training Centre in Kathmandu, Nepal. Until this summer, Joshi served as the Commandant of the Centre, which trains approximately 6,000 Nepali soldiers annually for worldwide deployments under the United Nations Department of Peacekeeping Operations.

Read more about the Center here: www.bpotc.mil.np/



We Want YOU on CISA's Photo Wall!

The winner of the photo contest will received a copy of GEN (ret.) Stanley McChrystal's memoir *My Share of the Task!*



We are looking for the best photo of you “in the field” to hang in CISA’s hallways! The photo should be a hi-res image that tells the story of what CISA’s graduates do upon their return home. Please include a short caption to explain the photo as well. Please send any photos to cisa_alumni@ndu.edu



Above: NDU's Alumni Reunion in Vienna. Many CT Fellows traveled to attend the program and reunited with their classmates and those from the sister schools.



Above: BG Dushan Rajaguru (CTF 3-05) assumes command of the Sri Lankan Military Academy in October.

Below: Rhoderick, Karmin, Pong, and Hassan (CTF 2010 graduation) - a Facebook "rewind"!



Above: COL Adil Ashraf, CTF 2012 (right), graduates from the Pakistan NDU.



Left: Jonathan and Suwanchai (2014) link up in Thailand after graduation.

New NDU President, Major General Frederick Padilla, USMC, to Arrive in November



GEN Dempsey, Chairman of the Joint Chiefs of Staff, has selected MajGen Fred Padilla (USMC) to be the next President of NDU. MajGen Padilla will use the remainder of October to close out his present duties as Director of Operations, Plans, and Policies at Headquarters Marine Corps and will join NDU in mid-November. Below is his official bio:

Major General Padilla was born in April 1959 in Torrejon, Spain, to a career Air Force officer. He is a 1982 graduate of East Carolina University and was commissioned in 1983.

Major General Padilla's assignments in the operating forces include Platoon Commander, Company Commander and Battalion Adjutant, 3d Battalion, 6th Marine Regiment; Rifle and Weapons Company Commander, 3d Battalion, 9th Marine Regiment; Inspector-Instructor, Weapons Company, 2d Battalion, 23rd Marine Regiment; G-3 Operations Officer, 1st Marine Division; Commanding officer, 1st Battalion, 5th Marines and Commanding General, 3d Marine Division.

Other assignments include Command Adjutant, Marine Aircraft Group-42, Detachment A, 4th Marine Aircraft Wing; Commanding Officer, Marine Detachment, USS CANOPUS (AS-34); Commanding Officer, School of Infantry-West; and Chief of Staff, Marine Corps Combat Development Command. His joint assignments include Plans Officer, J3/5 and Secretary of the Joint Staff, Joint Task Force Six; and Branch Chief for the Joint Requirements Oversight Council (J8) on the Joint Staff in the Pentagon. Major General Padilla's first General Officer assignment was as the Commanding General Marine Corps Recruit Depot, Eastern Recruiting Region, Parris Island, South Carolina.



Major General Padilla was promoted to his present rank in July 2013. He is currently the Director of Operations with Plans, Policies and Operations, Headquarters Marine Corps.



Major General Padilla is a graduate of the Marine Corps Amphibious Warfare School, Air Command and Staff College, Armed Forces Staff College and Naval War College. He has a B.A. in Geography and an M.A. in National Security and Strategic Studies.

His personal decorations include the Legion of Merit (with Combat V and two gold stars), Defense Meritorious Service Medal (with oak leaf), the Meritorious Service Medal, the Joint Service Commendation Medal, the Navy and Marine Corps Commendation Medal (with gold star), the Navy and Marine Corps Achievement Medal (with gold star), and the Combat Action Ribbon (with gold star).



For more information and alumni links, [click here](#) to visit the CISA Alumni webpage.

To request a transcript, fill out a request form on the [NDU Registrar's office page](#).

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Fall Semester
Photos

