

Senior Conference XLVI

Bridging the Cultural Divide: NGO-Military Relations in Complex Environments

West Point, New York

28-30 May 2009

Bridging the cultural divide between civilian organizations and the military is imperative in the current era of international engagement. The United States is operating and will continue to function in challenging and fragile environments necessitating close cooperation among civilian organizations and military personnel. The fragmentation of states, ethnic conflict and failed governance across the globe has led to an increase in military, humanitarian, and NGO organizations' responses to these emergencies. The missions go far beyond traditional peacekeeping or enforcing ceasefires and stress comprehensive peace settlements. For a variety of reasons, including diverse organizational cultures and a perception of varied goals, cooperation among the players has been difficult both strategically and operationally. Given the importance of working together to promote development and achieve durable and sustainable peace, it is crucial to bridge the cultural divide that separates these organizations so that we may better capitalize on strengths while minimizing weaknesses.

The United States Military Academy (USMA) Senior Conference will examine the differing approaches of civilian organizations and the military operating in common space and explore the barriers to dialogue and potential cooperation. Perceptions on both sides have, in many cases, impeded cooperative action in international development and intervention in persistent conflict arenas. What lessons have been learned from previous interaction between NGOs, IGOs, host nations and the military in past operations? How should the military educate, train and prepare soldiers to operate with a variety of organizations in humanitarian and capacity-building operations? And likewise, how must NGO communities and other civilian organizations educate and train their personnel in preparation for employment in uncertain security environments? Panels will focus on key challenges facing the military and NGOs, and keynote speakers will suggest new directions for analysis and practice. Throughout these sessions, in which comments are "not for attribution," there will be a free and candid exchange of ideas among all Conference participants.

Invited keynote speakers include former US Ambassador to Iraq Ryan Crocker, AFRICOM Commander General Kip Ward, and Mr. Sam Worthington, President and CEO of Interaction. Invitees will include active duty and retired general officers, members of the NGO community, elected and other senior government officials, scholars, members of the business community, members of the press, and other senior members of the national security policy community.

Senior Conference provides a perfect forum—a sequestered and informal setting at West Point—for assembling a distinguished group of participants from government, non-governmental organizations, academia, business, the think-tank community, and the joint military services to discuss topics of national security importance. This year's conference, our forty-sixth gathering, continues that tradition of gathering the nation's brightest intellectual minds and focusing their efforts to examine this topic of critical importance to the Army. This year's conference is made possible through the generous support of the U.S Army Training and Doctrine Command (TRADOC), and the West Point Association of Graduates.

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KEYNOTE SPEAKER: (THURSDAY 1900-2200): Ambassador Ryan Crocker, former US

Ambassador to Iraq

The Global Security Environment in the Near Future

PLENARY SESSION 1 (FRIDAY 0800-0930):

The Strategic Environment: Need for NGO-Military Dialogue

- What is the nature of the strategic environment and what kind of dialogue does it necessitate between NGOs and the military?
- How does the nature of the specific missions, and how does it affect the dialogue between the NGOs and the military?
- What is the state of the government, i.e. Congress, Interagency cooperation, Department of State, USAID, etc, in facilitating this dialogue?
- What challenges (and opportunities?) does the new economic environment pose on the military and the NGOs, and their interaction with each other?

Moderator: COL Cindy Jebb, Deputy Department Head, Department of Social Sciences

Panelists: Ambassador Eugene Dewey, former assistant Secretary of State for the Bureau of Population, Refugees, and Migration
Ambassador John Herbst, Director, S/CRS
COL Richard Lacquement, Army War College
Michael Khambarra, Deputy Head of Delegation, ICRC Washington D.C.

PLENARY SESSION 2 (FRIDAY 0930 - 1115):

Who We Are and What Do We Need From Each Other?

- What are the various types of NGOs and segments of the military that interact with each other? And how is this relationship evolving?
- What is the current status of the relationship? What has already been done to facilitate this relationship?
- In what contexts do NGOs and the military have objectives in common, and how can they help each other accomplish those objectives?
- What can't the NGOs provide the military and vice-versa? i.e. What are the limits to cooperation?

Moderator: Mr. Roland DeMarcellus, Deputy Director, Office of Development Finance in the State Department's Bureau of Economic and Business Affairs

Panelists: Mr. Robert Perito, Senior Program Officer, United States Institute for Peace
Ms. Sarah Holewinski, Executive Director, CIVIC
LTC Kim Field, S/CRS
Mr. Michael Kleinman, Independent Humanitarian Emergency Assistance Consultant

PRACTITIONER'S PANEL (FRIDAY 1315 – 1400):

Lessons Gathered: The MacArthur CHSS Program

- What are the main challenges on the ground with regards to mutual understanding?
- What leadership skills were gathered from working with an NGO as a cadet and how has the experience helped you when you were deployed?
- What did the NGO gain from working with the cadets?
- How can the Army incorporate aspects of the CHSS program into their training program?

Moderator: Dr. Ruth Beitler, Associate Professor of Comparative Politics, Program Director of the CHSS Program

Panelists: Ms. Donna McAleer, advisor to CHSS program, author of *Porcelain on Steel: Women of West Point's Long Gray Line*
Major Angelica Martinez, Instructor, Department of Social Sciences, former Officer-in-Charge of CHSS trip to Ghana
CDT Robert Hammond, participant, MacArthur CHSS Program to Cambodia

PLENARY SESSION 3 (FRIDAY 1415 - 1545):

Lessons Learned from Various Contingencies

- What are some lessons learned from operating in the same space during disaster relief operations?
- What are some lessons learned from operating in the same space during peace-keeping operations?
- What are some lessons learned from operating in the same space during combat operations where U.S. is a participant?

Moderator: COL Jeffrey Peterson, USMA Social Sciences Professor of Economics

Panelists: Ms. Claire Lockhart, Director of the Institute for State Effectiveness
Sophie Delaunay, Executive Director, Doctors Without Borders/MSF-USA
Col Dominic Caraccilo, CDR, 3BCT, 101 Airborne, author of *Achieving Victory in Iraq*
Mr. Malcolm D. Johnson, Jr., Deputy Director, Directorate of Interagency Coordination, NORAD-NORTHCOM

KEYNOTE SPEAKER: (FRIDAY 1900 -2200): Mr. Sam Worthington, President and CEO of Interaction

PLENARY SESSION 4 (SATURDAY 0800 - 0930):

Key Challenges that Result from Expanded Military Role in Development and Preventing Conflicts

- How has the expanded military role helped/hurt NGO operations?
- How has the expanded military role helped/hurt the building of USG civilian government capacity?
- How has the NGOs operating in military's AO helped/hurt the execution of the military's expanded role?
- What are the challenges associated with information sharing between the military and the NGOs?

Moderator: COL Cindy Jebb, Deputy Department Head, Department of Social Sciences

Panelists: Mr. John Marks, President, Search for Common Ground
Colonel (Ret) Peter Mansoor, History Department of Ohio State University, author of *Baghdad at Sunrise*
Mr. Michael Lund, Conflict and Peacebuilding (MSI), Woodrow Wilson International Center for Scholars
Mr. Mark Garlasco, Senior Military Analyst, Human Rights Watch

PLENARY SESSION 5 (SATURDAY 0945 – 1115)

Key Opportunities for Education, Development, and Dialogue

- What type of educational and training courses would be helpful at pre-commissioning sources to help prepare for civil-military operations?
- What types of education, training, or exercises would help “bridge the cultural divide” between these groups at the initial entry, midlevel, and senior levels?
- What studies can be conducted to facilitate NGO-military relationship?

- How can these organizations better prepare their members to work with/understand each other?
- How can other governmental actors help improve the relationship between the NGOs and military?

Moderator: COL Michael Meese, Department Head, Department of Social Sciences

Panelists: Major General Gregg Martin, Commanding General of MANSCEN and Ft Leonard Wood
Dr. Reuben Brigety, Center for American Progress
Colonel (ret) Robert Gordon, Senior Vice President for Civic Leadership, City Year
Dr. Thoric Cederstrom, Senior Advisor, International Relief and Development

KEYNOTE SPEAKER: (1130 – 1215): Mr. Maxie McFarland, TRADOC Deputy Chief of Staff, G-2,

Conference Schedule

Thursday, 28 May 09

1200 – 1700	Arrival	Thayer Hotel Lobby
1800 – 1900	Reception	Garden Terrace, Thayer Hotel
1900 – 2200	Dinner and Keynote Address	Lawn Terrace, Thayer Hotel

Friday, 29 May 09

0700 – 0745	Breakfast	Dining Room, Thayer Hotel
0745 – 0800	Movement to Library	
0800 – 0930	Plenary Session 1	Haig Room
0930 – 0945	Break	Haig Room
0945 – 1115	Plenary Session 2	Haig Room
1115 – 1130	Movement to South Dock	
1130 – 1300	Lunch and Boat Tour of Hudson	
1300 – 1315	Movement to Library	
1315 – 1400	Practitioner's Panel	Haig Room
1400 – 1415	Break	
1415 – 1545	Plenary Session 3	Haig Room
1600	Movement to Thayer Hotel <i>Or</i> Bus Tour of West Point	Bus
1800 – 1900	Reception	Hudson Gallery, Thayer Hotel
1900 – 2200	Dinner and Keynote Address	Crest Terrace, Thayer Hotel

Saturday, 30 May 09

0700 – 0800	Breakfast	Dining Room, Thayer Hotel
0800 – 0930	Plenary Session 4	Crest Terrace, Thayer Hotel
0930 – 0945	Break	
0945 - 1115	Plenary Session 5	Crest Terrace, Thayer Hotel
1115 – 1130	Break	
1130 – 1215	Keynote Address	Crest Terrace, Thayer Hotel
1215	Lunch Buffett	Thayer Hotel

ADMINISTRATIVE INFORMATION:

The Uniform for the Banquets will be *Civilian Business Attire*. The Uniform for the Plenary Sessions is *Civilian Casual Attire*.

Rooms will be reserved at Hotel Thayer on behalf of all participants.

Transportation within West Point will be provided.