
· WELCOME ·

Dear Conference Participant:

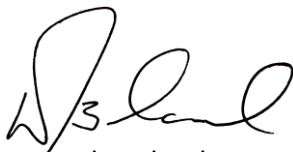
On behalf of Queen's Centre for International Relations and the Chair of Defence Management Studies at Queen's University, the United States Army War College; and Land Force Doctrine and Training System, Canadian Forces, we are pleased to welcome you to the fourth annual Kingston Conference on International Security. These conferences reflect our continuing commitment to facilitating discussions, debates, and research on security issues of concern to the people and governments of the United States and Canada.

The aim of the conference is to examine how to provide the human, technical and tactical capabilities for effective national and local security in countries plagued by domestic insecurity and weak governance, how best to deploy international military and civilian forces for such purposes, and how to recognize when the job is well-enough done to permit gradual or complete disengagement.

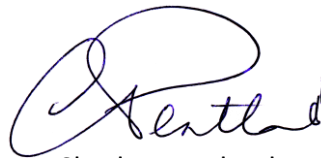
The conference will explore first the idea that weak public administrations in fragile or failing states and their consequent incapacity to provide basic security, are the source of national and regional instability. In three other panels we will consider approaches to building and maintaining security in contested national areas and international regions that haven't proven effective over time and across geopolitical regions; strategies at the local and national levels to upgrade the provision of public security, the role of local and international forces, and the importance of civil-military relations in this endeavour; and the role of international military interventions, when to go in, how to engage, how to adjust to changing circumstances, when to begin reducing commitment, and how to disengage and withdraw at minimal cost to the aims of the mission.

We invite you to join us in these discussions and to offer your own perspectives and ideas to guide the development of effective, collaborative security policies in the Western Hemisphere.

Sincerely,



Dr. Douglas Bland
Chair, Defence Management Studies



Dr. Charles Pentland
Director, Centre for International Relations

· HISTORICAL OVERVIEW OF KINGSTON ·

The history of Kingston dates back to 1673 when Robert Cavalier de La Salle, on behalf of the Governor of Nouvelle-France, chose Cataraqui as the site for a fortified trading post of the same name. Later Fort Cataraqui was renamed Fort Frontenac.

In 1687 war broke out between the French and the Iroquois. Two years later the French abandoned the fort to the Iroquois, who destroyed it. The site remained in ruins until 1695 when, after the development of peaceful relations between the two sides, the fort was both reoccupied and rebuilt by the French, who maintained their rule over it for many more years.

Under French rule, Fort Frontenac was used as a key point in attacks against both the Iroquois and British forces on various occasions. However, during the Battle of Fort Frontenac in 1758, the fort was captured by the British and again destroyed.

During the War of 1812 Kingston was the base for the Lake Ontario division of the Great Lakes British naval fleet which engaged in a vigorous arms race with the American fleet, based at Sackett's Harbor, New York for control over Lake Ontario. After the war, the British built Fort Henry and a series of Martello towers to guard the entrance of the Rideau Canal. Fort Henry still stands today and has become a popular tourist destination. In 2007, the Rideau Canal and the fortifications at Kingston were designated a UNESCO World Heritage Site.

Kingston's location at the Rideau Canal entrance to Lake Ontario made it the primary military and economic centre of Upper Canada. Incorporated as a town in 1838, Kingston had the largest population of any centre in Upper Canada and maintained this distinction until the 1840s. In 1846 Kingston was incorporated as a city.

Prior to Confederation, the city was a candidate for becoming the capital of Canada. However, after a brief stint as capital from 1841 to 1844 (including the first meeting of the Parliament of the United Canadas on June 13, 1841), it lost its position to an alternating location of Montreal and Toronto, and then to Ottawa in 1857. Kingston was the home of Canada's first Prime Minister, Sir John A. Macdonald.

It was also during the mid 1800s that the Church of Scotland selected Kingston as the Canadian location for a school. The purpose of this school was to prepare clergy members for service as well as to enlighten others in the subjects of science and literature. What started as a simple

facility with one professor and a few students has evolved into the world-renowned Queen's University. This small beginning has promoted Kingston as a centre for knowledge-based industry. Several predominant names in health sciences, environmental services and products, technology firms, as well as information technology and telecommunications have research and development facilities in Kingston.

Thus began a surge of knowledge in Kingston, and the arrival of other institutions such as The Royal Military College of Canada, St. Lawrence College, and the Canadian Armed Forces School of Communications and Electronics. This has promoted Kingston as a centre for knowledge-based industry. Several predominant names in health sciences, environmental services and products, technology firms, as well as information technology and telecommunications have research and development facilities in Kingston.

During the late 19th and early 20th centuries Kingston was an important Great Lakes port and a centre for shipbuilding and locomotive building including the largest locomotive works in the British Empire which closed in 1969. Most heavy industry has now left the city and employment is now primarily in the federal institutional, military, and service/retail areas.

Kingston is known unofficially as the "home of the army." Fort Frontenac was, before the First World War, home to one of the two regular force artillery batteries in the nascent Canadian army. Fort Frontenac is, to this day, an active military establishment and has long been the home of the Canadian Army Staff College in its many variations over the years. The city is also home to The Royal Military College of Canada, Canadian Forces Base, Kingston, and the Canadian Forces School of Communications and Electronics and several Reserve Force army, naval, and Communications units.

The diversity of Kingston's numerous attractions is great. For those interested in history, Kingston has 17 museums and several more historic locales. Site of the 1976 Olympic sailing competition, Kingston quickly became known as the fresh-water sailing capital of the world, and has gained popularity in shipwreck diving. Because of the coolness of the waters, several wrecks dating as far back as the mid 1800s can be visited in waters less than 120 ft. deep.

In 2008 Kingston was ranked as one of the top 5 most desirable places to live in all of Canada.

· CONFERENCE AGENDA ·

MONDAY, 21 JUNE 2010
FORT FRONTENAC OFFICERS MESS

1730	<p>WELCOME MEET AND GREET Major-General Marquis Hainse, <i>Land Force Doctrine & Training Systems (LFDTs), Canadian Forces</i> Dr. Charles Pentland, <i>Queen's Centre for International Relations (QCIR), Queen's University</i> Professor Douglas Lovelace, <i>Strategic Studies Institute (SSI), US Army War College</i></p>
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TUESDAY, 22 JUNE 2010
LIMESTONE CITY BALLROOM
FOUR POINTS SHERATON KINGSTON HOTEL

0715	<p>Registration & Continental Breakfast Foyer and Old Stones, 2nd Floor</p>
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0830	<p>CHALLENGE TO THE CONFERENCE Dr. Douglas Bland, <i>Defence Management Studies, Queen's University</i></p>
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0900	<p>KEYNOTE ADDRESS</p>
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1000	<p>Break</p>
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1030	<p>PANEL I: THE ROOTS OF INSECURITY: NATIONAL, REGIONAL AND GLOBAL Chair: Dr. Jorge Heine, <i>Centre for International Governance Innovation (CIGI), Balsille School of International Affairs</i> Speakers: Nathan Freier, <i>Center for Strategic and International Studies (CSIS), US</i> Dr. Stephen Saideman, <i>Canada Research Chair International Security and Ethnic Conflict, McGill University</i> Mark Sedra, <i>Centre for International Governance Innovation(CIGI)</i></p>
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1230	<p>Lunch with KEYNOTE ADDRESS Dr. Richard Downie, <i>Center for Hemispheric Defense Studies, National Defense University</i></p>
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1415	<p>PANEL II – GOVERNANCE STRATEGIES: WHAT WORKS? Chair: Dr. Max Manwaring, <i>Strategic Studies Institute, US Army War College</i> Speakers: Grant Kippen, <i>International Elections Complaints Commission; The Hillbrooke Group</i> Andy Tamas, <i>Tamas Consultants; Pearson Peacekeeping Centre</i> Glen Milne, <i>University of Victoria and OCAD; Cognitus Associates</i></p>
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1615	<p>RECEPTION Old Stones, 2nd Floor</p>
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1830	Dinner 1000 Islands Cruises boarding at Confederation Basin docks
WEDNESDAY 23 JUNE 2010 LIMESTONE CITY BALLROOM FOUR POINTS SHERATON KINGSTON HOTEL	
0730	Continental Breakfast Old Stones, 2 nd Floor
0830	KEYNOTE ADDRESS Lieutenant-General Peter Devlin , <i>Chief of Land Staff (Designate), Canadian Forces</i>
0930	Break
1000	PANEL III: MILITARY INITIATIVES IN CREATING STABILITY AND GOOD GOVERNANCE: CASE STUDIES Chair: Colonel Alex Crowther , <i>Strategic Studies Institute (SSI), US Army War College</i> Speakers: Brigadier General Denis Thompson , <i>Canadian Forces</i> Lieutenant Colonel Simon Banton , <i>British Armed Forces</i> Dr. Hilton McDavid , <i>University of West Indies</i>
1200	Lunch with KEYNOTE ADDRESS Joseph Quesnel , <i>Frontier Centre for Public Policy</i>
1330	PANEL IV: INTERNATIONAL MILITARY ENGAGEMENT AND DISENGAGEMENT IN UNSTABLE STATES AND REGIONS Chair: Mr. Andrew Rasiulis , <i>Military Training and Cooperation, Department of National Defence</i> Speakers: Colonel Dominic McAlea , <i>Deputy Judge Advocate General, Canadian Forces</i> Rear Admiral Michael Parks , <i>US Coast Guard 9th District</i> Colonel Stephen Mariano , <i>US Army Africa</i>
1615	CLOSING REMARKS Dr. Charles Pentland , <i>Centre for International Relations, Queen's University</i> Professor Douglas Lovelace , <i>Strategic Studies Institute, US Army War College</i>

· ABSTRACTS ·

STRATEGIC STATE COLLAPSE: RISK, HAZARD, AND WARNING

Nathan Freier

Senior Fellow, Center for Strategic and International Studies (CSIS)

Failure, collapse, or consequential disorder of any state is tragic but, in reality, some states matter more than others. These "strategic states" are those whose stable functioning is fundamentally important to global security. "Strategic states" qualify as such for a variety of reasons. In the event one fails or suffers uncontrolled disorder, international intervention would be virtually unavoidable. However, the scale of challenges like this may fast exceed the risk and cost tolerance of a great many members of the international community. This presentation explores the concept of "strategic states" and the hazards of contending with their possible instability.

TOO LITTLE OR TOO MUCH GOVERNMENT: THE CENTRAL TRADEOFF OF STATE-BUILDING

Dr. Stephen Saideman

Canada Research Chair in International Security and Ethnic Conflict, McGill University

Since the end of the Cold War, we have focused on state failure and states failing as the principal source of conflict and as a key cause of international intervention. The examples of Somalia and Afghanistan demonstrate how difficult it is to build governments and develop governance after states fail. Clearly, state weakness provides opportunities to aggrieved groups and ambitious entrepreneurs to use violence as they seek reform, power or merely profit. However, these exemplars and much of the academic work in this area cause us to downplay or even ignore the actor most capable and often most guilty of the worst crimes and destruction—governments. It tends to be agents of governments that do much of the killing, especially genocide. Rwanda should remind us of this. So, efforts by the international community to strengthen state capacity—to build governance—must address this critical tradeoff: we need stronger, more capable governments to deny opportunities for violence but we must restrain these same governments so that they do not serve as threats to their societies.

CLEAR, HOLD, BUILD & TRANSFER: THE DEVELOPMENT OF THE AFGHAN NATIONAL SECURITY FORCES

Mark Sedra

Senior Fellow, Centre for International Governance and Innovation (CIGI)

The success of the current counter-insurgency strategy in Afghanistan hinges on the ability of NATO to transfer security authority and control to the Afghan National Security Forces (ANSF). Considering the slow pace of change and some major setbacks in reforms across the Afghan security system, particularly with the Afghan National Police (ANP), this is no mean feat. The presentation will examine the current process to develop the ANSF and assess the prospects that it will be ready to assume responsibility for the country's security over the coming two years, particularly with the Taliban-led insurgency showing no sign of abating.

EDUCATING FOR SECURITY AND GOVERNANCE: A “WHOLE OF LEARNING” APPROACH TO ADDRESS ASYMMETRIC CHALLENGES

Dr. Richard Downie

Center for Hemispheric Defense Studies, National Defense University

Security threats in the Western Hemisphere encompass a wide range of irregular and asymmetric challenges in which non-state actors often compete for territorial control or advance their agendas by providing public goods where governments are weak or ineffective. Security-focused strategies, while necessary, are generally insufficient to recover sovereign control in such situations. Regaining effective governance demands an integrated, “whole-of-government” approach that employs all the tools available to the state.

To help confront that challenge, the US defense strategy emphasizes assistance to regional counterparts by helping to build their capacity to confront defense and security threats. To that end, how do US institutions apply educational methodologies to accomplish that goal? The Center for Hemispheric Defense Studies (CHDS) employs pedagogical, intellectual and environmental factors in a “whole-of-learning” educational approach that helps students from across the hemisphere apply creative thinking to security challenges unique to situations in their respective countries.

THE 2009 ELECTIONS – AN INSIGHT INTO GOVERNANCE CHALLENGES IN AFGHANISTAN

Grant Kippen

International Elections Complaints Commission; The Hillbrooke Group

The 2009 Presidential and Provincial Council elections created enormous political controversy, both inside Afghanistan and internationally. While most of the media coverage focused on instances of electoral fraud perhaps the untold story was the degree to which the lack of governance - in terms of institutions, people and processes - influenced the elections. Mr. Kippen will draw on his experience with the Electoral Complaints Commission in discussing governance challenges and potential solutions in Afghanistan.

STRENGTHENING GOVERNANCE IN FRAGILE POST-CONFLICT STATES: WHAT WORKS - AND WHAT DOES NOT. LESSONS FROM AFGHANISTAN AND IRAQ

Andy Tamas

Tamas Consultants; Pearson Peacekeeping Centre

The purpose of most post-conflict governance and capacity development programs is to increase the performance of the host country's government so it can better serve the public, and in so doing increase the legitimacy of the state. This also is a key feature of most counterinsurgency campaigns – according to the US Army's 2006 *Counterinsurgency manual* “...victory is achieved when the populace consents to the government's legitimacy and stops actively and passively supporting the insurgency.”

While civilian-led governance and capacity development programs in Iraq and Afghanistan are receiving significant amounts of money, these sums are a fraction of the cost of military operations in these countries. In counterinsurgency work it is understood that only about 25% of a successful campaign relies on weapons, while the other 75% relies on something else – a broad range of non-military activities that are designed to improve living conditions in the society. Strengthening governance is a big part of that other 75%.

This session will draw from the presenter's experience with governance programs in Afghanistan and Iraq to illustrate the complexity of this work and identify effective and ineffective strategies linked to establishment of stable, sustainable societies in fragile states.

PLANNING THE CANADIAN PKO IN HAITI 2003-2005: LESSONS AND IDEAS

Glen Milne

Adjunct Professor, University of Victoria and OCAD; Cognitus Associates

This paper provides a case study of the intersection of three levels of governance; Canada as a donor country, the United Nations as a multinational organization, and Haiti as a host country. This study was undertaken for The Center for Hemispheric Defense Studies-Washington in 2005.

It outlines the events in Haiti, policies, and political reasons for participation by Canada together with the process and structure of planning and deciding on the mission by federal departments and agencies, and the Cabinet and Prime Minister, as well as the planning and negotiation with the UN led multipartite MINUSTAH mission.

The study research included interviews with senior officials in the GOC agencies involved in the planning and decision-making re the mission, meetings with a few returning members of the Canadian Forces who were on the ground, and conversations with Haitian-Canadians in Montreal who lived in Haiti during the early days of the mission, plus a review of media reports and some GOC reports.

All parties were asked how to plan such a mission better, and almost unanimously observed that a complete understanding of the host country was absent, yet should be a fundamental part of mission planning. The paper concludes with some ideas for templates for mapping the formal and informal institutions of a society and its form of governance which were reviewed with the persons interviewed and received considerable support.

MILITARY INITIATIVES IN CREATING STABILITY AND GOOD GOVERNANCE – CASE STUDIES

Brigadier-General Denis Thompson Canadian Forces

Chief of Land Staff Operations, Canadian Forces

On 13 June, 2008, some 900 prisoners were broken out of the Saraposa Prison in Kandahar City. Two days later, the Taliban made a concerted effort to capture the strategically important district of Arghandab. This case study proposes to examine efforts to re-establish order in the prison and outline how the district was re-captured whilst all the while insisting that Afghan institutions act as the lead in directing operations. Without question the solutions were neither ideal nor completely convergent with Western thinking. Mistakes were made. Nevertheless, by insisting on an Afghan approach with Afghan leadership, it is argued that security sector capacity development was respected. This is an important formulation when engaged in re-building the security institutions of fragile or failed states. Otherwise the conditions for the withdrawal of intervening forces will not be met.

Dr. Hilton McDavid

Academic Director, National Security and Strategic Studies, University of West Indies, Jamaica

The paper first analyses the current security situation and threat to the Caribbean Nations and argues that the gangs and their criminal activities should not be treated as merely being transnational crime but that of an affront to the sovereignty of states. Indeed as in the recent case of Jamaica, the criminal conduct is more of an insurgency.

Thus the military and security forces in general have to be established to deal with the extreme situations at great cost to the state. One way of offsetting this cost is for the military to have as one of its missions the maintenance of good governance and stability. The paper suggests that this should be a continuous role of the security services with the focus being on assisting the state in its provision of public goods and services. Creative military initiatives should be so designed to utilize the strengths of the military whilst not reducing the combat capability. The paper describes and analyses such initiatives and emphasizes that the provision of security is the most fundamental of services to be provided to the citizens and it is indeed the precursor for economic well being.

MAKING SECURITY SECTORS OPERATIONALLY EFFECTIVE AND ACCOUNTABLE

Colonel Dominic D. McAlea, CD

Deputy Jag/Regional Services, Department of National Defence

Security sectors in failed or failing states reflect, and often contribute to, the weaknesses that lead to the failure of their respective states. Establishing sustainable peace and Rule of Law in failed states requires, among other things, real security sector reform - reform that includes the military justice sector.

Col McAlea will explore these themes using the Democratic Republic of the Congo as the vehicle for discussion.

Colonel Stephen Mariano

US Army Africa

The United States created U.S. Africa Command (USAFRICOM) in 2007. The USAFRICOM Campaign Plan suggests focusing US government resources in Africa to accomplish six security objectives. In 2009, the US Army created U.S. Army Africa; the headquarters was given the lead in implementing the land force portion of the USAFRICOM Theater Campaign Plan. But where to start? In 2010, US Army Africa developed sets of criteria designed to assist the commander and staff in "focusing Army resources" on 53 countries in Africa. This presentation will introduce USAFRICOM Theater Strategic Objectives, describe the criteria that US Army Africa is using to guide its engagement (or disengagement) in Africa, and then discuss challenges adhering to the criteria.

• PROFILES •

LIEUTENANT COLONEL SIMON BANTON, OBE

Land Warfare Centre, British Armed Forces

Born in Burton-upon-Trent, Staffordshire, Simon James Banton was educated at Wulfric Comprehensive School and the Edge Hill College of Higher Education where he gained a degree in History. He commissioned from the Royal Military Academy Sandhurst in 1989 into the Staffordshire Regiment (The Prince of Wales's). He arrived at the 1st Battalion at Fallingbommel, Germany, in time to witness the coming down of the Berlin Wall and deploy with the Battalion for the liberation of Kuwait. After 2 years as Platoon Commander, he spent a year as *Aide-de-Camp* to Commander Land Forces (Northern Ireland).



Subsequent appointments were at Regimental Duty as Regimental Signals Officer, Operations Officer and Adjutant in Northern Ireland, England and Hong Kong. He filled a staff appointment in Germany at Headquarters 1st (UK) Armoured Division with which he deployed to Bosnia. After attending the Advanced Command and Staff Course, he moved to 20th Armoured Brigade as Chief of Staff. Following the Brigade's tour as Multi-National Brigade (Centre), Kosovo, he received the Queen's Commendation for Valuable Service. He returned to 1st Battalion the Staffordshire Regiment and commanded A Company, returning to Kosovo for a second tour.

On completing Company Command, Major Banton was appointed Chief of G3 Operations for the 1st (United States) Cavalry Division spending 2 years with the Division at Fort Hood, Texas, on operations in Baghdad – for which he received the United States Bronze Star medal - and supporting the military response to Hurricane Katrina. Prior to assuming command of 1st Battalion The Worcestershire and Sherwood Foresters (1 WFR) in 2007 he was Leader of the Middle East Operations Team at the UK Permanent Joint Headquarters. He deployed with 1 WFR to Afghanistan and commanded the Battle-Group (Centre) Area of Operations which included Helmand's Provincial Capital, Lashkar Gar. In 2009 he took 1 WFR (now re-designated 2 MERCIAN) back to Afghanistan for a second tour, this time mentoring, training and supporting the operations of the Afghanistan National Army. Following the deployment he was made an OBE in the operational honours list. Lieutenant Colonel Banton is currently the SO1 Operations at the Lessons Exploitation Cell, Land Warfare Centre; his team provides mission support to formations preparing for and already deployed to Afghanistan.

Lieutenant Colonel Banton is married to Yvonne, an Occupational Therapist; she specialises in the treatment of acute psychiatric disorders and learning difficulties. He has 2 sons, Harry (11) and Joshua (5). When not being run ragged by the boys he enjoys fishing and shooting, deer conservation, crime fiction, house restoration and modernist art and architecture.

DR. DOUGLAS BLAND

Chair, Defence Management Studies, Queen's University

Dr. Douglas Bland is Professor and Chair of the Defence Management Studies Program in the School of Policy Studies, Queen's University. His research is concentrated in the fields of defence policy making and management at national and international levels, the organization and functioning of defence ministries, and civil-military relations. He has published books, articles, and reports and lectured in these fields in Canada, the United States, Europe, and South Africa. From 1999-2001 he was a visiting lecturer at the Center for Hemispheric Defense Studies, Washington, D.C.



Dr. Bland retired from the Canadian Armed Forces as a Lieutenant Colonel in 1990 after more than 30 years of service. He held command appointments in Canada and Europe and staff positions also in Europe and at the Canadian National Defence Headquarters. In his final years of service, Dr. Bland was Senior Staff Officer for Curriculum Development at the National Defence College of Canada. He is a graduate of the Canadian Army Staff College, the NATO Defence College at Rome, and holds a doctorate from Queen's University. He was a NATO Fellow between 1992 and 1993.

Dr. Bland has completed numerous reports in defence organization and civil-military relations for the Auditor General of Canada, the Department of National Defence, the Department of Foreign Affairs and other departments and agencies in Canada. He has taught defence policy and civil-military relations at The Royal Military College of Canada, at Kingston and lectures regularly at the Canadian Forces College and other defence institutions. Dr. Bland was a technical adviser to the government of Canada *Commission of Inquiry Into The Deployment of The Canadian Forces to Somalia*. He is a member of the advisory boards of the *Canadian Military Journal* and the American journal *Armed Forces & Society*. In 2003, he was appointed as advisor to the Department of National Defence, Defence Industry Advisory Committee.

COLONEL ALEX CROWTHER

Research Professor, Strategic Studies Institute, US Army War College

Colonel Glenn Alexander Crowther was born in Washington DC. He spent his childhood living in New England, Ethiopia, Brazil, Bolivia, and Indonesia where his father worked as a civil engineer.

COL Crowther served in the 17th Infantry Regiment, 7th Infantry Division (Light) at Fort Ord, California. He commanded Headquarters and Service Company, United Nations Command Security Force – Joint Security Area – Pan Mun Jom and subsequently the Cheju-do Training Center in Korea. He also served in a variety of Foreign Area Officer, Operations Officer, Political-Military Officer and Strategist positions in US Army South and US Southern Command in Panama and Miami. He served two tours at the Pentagon working as a Strategic Plans &



Policies Officer on the Department of the Army Staff and as a Politico-Military Officer at the Joint Staff J-5 (Strategic Plans & Policies Directorate). He also served as the Principal Advisor for Hostage Affairs to US Ambassador to Iraq Ryan C. Crocker and as the Interagency Advisor and Deputy Political Advisor to the commander of Multi National Corps – Iraq (MNC-I).

COL Crowther is assigned as a Research Professor of National Security Studies at the Strategic Studies Institute at the Army War College Carlisle Barracks, PA. He specializes in Western Hemisphere issues, insurgency/counterinsurgency and Joint/Interagency/Intergovernmental/Multinational (JIIM) issues.

COL Crowther's awards include the Bronze Star, the Defense Meritorious Service Medal (2 Oak Leaf Clusters), the Meritorious Service Medal (1 Oak Leaf Cluster), the Army Commendation Medal (4 Oak Leaf Clusters), the Army Achievement Medal, the Iraq Campaign Medal (2 Bronze Stars), the National Defense Service Ribbon (1 Bronze Star), the Global War on Terrorism Service Medal, the Korea Defense Service Medal, the Humanitarian Service Ribbon (1 Bronze Star), the Armed Forces Reserve Medal (w/Bronze Hourglass), the Army Service Ribbon, the Overseas Service Ribbon (w/ Numeral 6) and the Army Reserve Overseas Training Ribbon (w/ Numeral 3). He is also permanently authorized to wear four Joint Meritorious Unit Awards, the Meritorious Unit Commendation and two Army Superior Unit Awards. COL Crowther has earned the Ranger Tab; Parachutist, Air Assault, and Pathfinder Badges; the Expert Infantry Badge; and the Joint Staff and Department of the Army Badges. He has also been awarded the Canadian Land Forces Command Achievement Award.

COL Crowther is a graduate of the Infantry Officers Basic and Advanced Courses, the Combined Arms and Services Staff School, and the Command and General Staff College at the School of the Americas. For his Senior Service College, he was an International Security Studies Fellow at the Fletcher School of Law & Diplomacy at Tufts University.

COL Crowther has a Bachelor of Arts degree in International Relations from Tufts University, a Master of Science degree in International Relations from Troy State University, and a Ph.D. in International Development from Tulane University.

COL Crowther is married to the former Marie Elizabeth Toothman-Lim from the Panama Canal Zone. Their children are Laura, Geoffrey and Elizabeth.

LIEUTENANT-GENERAL PETER DEVLIN, CMM, MSC, CD

Chief of Land Staff, Canadian Forces

Lieutenant-General Peter Devlin enrolled in the Canadian Forces in 1978 under the Regular Officer Training Program and was commissioned as an infantry officer into The Royal Canadian Regiment.

LGen Devlin has spent the majority of his career in the field and has served in 1, 2 and 4 Canadian Brigade Groups as well as the Special Service Force. He has commanded from the platoon to brigade group level, most notably commanding 1st Battalion of The Royal Canadian Regiment (1997-1999) and 2 Canadian Mechanized Brigade Group (2002-



2004). He served as Deputy Commanding General of III (US) Corps and Fort Hood (2005-2008) and deployed with the Corps to Iraq, and as Deputy Commander of Canadian Expeditionary Force Command (2008-2010). His staff assignments have included positions in Army Headquarters, 1 Canadian Mechanized Brigade Group, and the Canadian Forces Medical Group.

LGen Devlin has several operational tours including UN tours in Cyprus (1984-85) and the former Yugoslavia (1992), two NATO tours in Bosnia (1996-97) including one as the Canadian Battle Group Commanding Officer (1998), an International Security Assistance Force tour as Commander of the Kabul Multinational Brigade in Kabul, Afghanistan (2003-2004) and most recently a 15 month tour as the Deputy Commanding General of the Multi-National Corps – Iraq (2006-08). His unit was awarded the Commander-in-Chief Citation for opening the Sarajevo airport in 1992, and he was awarded the Meritorious Service Cross in 2004 and the U.S. Legion of Merit in 2008 for his efforts in Afghanistan and Iraq respectively. He was appointed to the Order of Military Merit in 1997.

LGen Devlin is a graduate of the University of Western Ontario, the Canadian Forces Staff School, the Canadian Land Forces Command and Staff College, the Canadian Forces College and the U.S. Army War College. In June 2010 he was promoted to his current rank and appointed Chief of the Land Staff.

DR. RICHARD DOWNIE

Director, Centre for Hemispheric Defense Studies

Richard D. Downie was appointed Director of the Center for Hemispheric Defense Studies by the U.S. Secretary of Defense. During a distinguished military career, he held a wide variety of command and staff positions and earned numerous awards while serving both as an Infantryman and as a Foreign Area Officer specializing in Latin America. Dr. Downie worked in Germany, Colombia, at U.S. Army South and Southern Command in Panama, and at the U.S. Joint Staff in Washington D.C. He also served with the Multinational Specialized Unit in Bosnia and in Mexico as the Defense and Army Attaché. His final U.S. Army assignment was in command of the Western Hemisphere Institute for Security Cooperation (WHINSEC), where he served as the Institute's first Commandant. Dr. Downie has published a book and a variety of articles. He received a B.S. from the U.S. Military Academy at West Point, and an M.A. and Ph.D. in International Relations from the University of Southern California. He is also a graduate of the U.S. Army War College, the U.S. Army Command and General Staff Course, the Defense Strategy Course and was a fellow at MIT's Seminar XXI program.



NATHAN FREIER

Senior Fellow, Center for Strategic and International Studies

Nathan Freier is a senior fellow in the International Security Program at CSIS and a Visiting Research Professor at the United States Army War College's Peacekeeping and Stability Operations Institute. Freier joined CSIS in April 2008, after a 20 army career. During his last eight years of military service, Freier was a key player in numerous strategy development and strategic planning efforts at Headquarters, Department of the Army; the Office of the Secretary of Defense; and on two senior-level military staffs in Iraq. Among his research interests and areas of expertise are defense and national security strategy and policy development; strategic net and risk assessment; and "unconventional" security challenges and conflicts. He has recently completed published work on "strategic shocks"; the future of U.S. land forces; contemporary "unconventional" demands on DoD leaders and strategists; alternatives to the current Unified Command Plan; key principles for future defense strategy; and the diversity of future defense demands. He holds masters' degrees in both international relations and politics and is a graduate of the U.S. Army's Command and General Staff College.



MAJOR-GENERAL MARQUIS HAINSE

Commander, Land Force Doctrine and Training System, Canadian Forces

Major-General Hainse grew up in Thetford-Mines. He joined the Canadian Forces in 1977 and studied at the Collège militaire royal de Saint-Jean. He was commissioned as an officer in August 1980, and then joined the Royal 22e Régiment.

His operational postings began in 1980 with the 2nd Battalion Royal 22e Régiment in Quebec City. He served on five operational missions abroad and participated in two domestic operations, namely Oka and the 1998 ice storm. He also held diverse command appointments at every rank level. In 1996, he assumed command of the 1st Battalion Royal 22e Régiment in Port-au-Prince, Haiti. In April 2002, he served as Commander of the Bosnia-Herzegovina Task Force and on September 2nd, 2004, he became the 21st commander of 5 Canadian Mechanized Brigade Group. Recently, he served in Southern Afghanistan as Deputy Commander Regional Command South (a NATO British led multinational Division).



Major-General Hainse also filled many staff positions. At National Defence Headquarters (NDHQ) in Ottawa, he was a staff officer for the Vice Chief of the Defence Staff and aide-de-camp to the Chief of the Defence Staff. In the summer of 2001, he held the position of Chief of Staff of Land Force Quebec Area. He was transferred back to NDHQ as J3 International in the fall of 2002. In July 2006, he was appointed Chief of Staff of Canada Command in Ottawa.

He was involved in training and education at two different institutions: in 1984, he served as an instructor at the Infantry School in Gagetown, and in July 1994, he was transferred to the Royal Military College in Kingston, Ontario, as Director of Cadets.

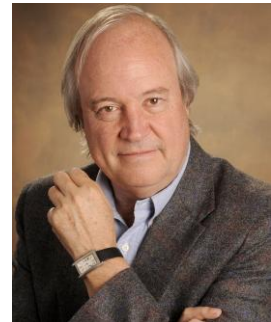
Major-General Hainse has pursued professional development at the Land Force Command and Staff College in Kingston and at the Canadian Forces Command and Staff College in Toronto. On completion of Battalion Command in 1999, he undertook a master's program at the École nationale d'administration publique (ÉNAP) in Quebec City. He holds a Master's degree in Public Administration and an advanced graduate diploma (DESS) in International Management Studies.

On 9 May 2008 he assumed Command of Land Force Doctrine and Training System. He is married to Traci and they have three sons, Benjamin, Anthony and Alex-Brandon.

DR. JORGE HEINE

Chair, Centre for International Governance Innovation (CIGI)

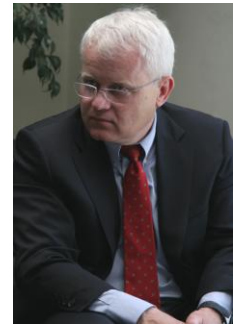
Jorge Heine holds the Chair in Global Governance at the Balsillie School of International Affairs, is Professor of Political Science at Wilfrid Laurier University and is a Distinguished Fellow at the Centre for International Governance Innovation (CIGI). From 2006 to 2009 he served as Vice-President of the International Political Science Association (IPSA), whose XXI World Congress of Political Science, the largest ever, with 2450 participants from 75 countries, was held in his native Santiago in July 2009. He was previously Ambassador of Chile to India, Bangladesh and Sri Lanka (2003-2007). He has also been Ambassador to South Africa (1994-1999), as well as a Cabinet minister and Deputy Minister in the Chilean Government, serving as Deputy Minister of Defense, Chilean Air Force (1993-1994). He has taught at Chile's Diplomatic Academy as well as at the War Academy, Chilean Army, and has lectured at the Foreign Service Institute in Washington DC, at India's National Defense College, the United Services Institute (USI), and the Defense Services Staff College in Wellington, Tamil, Nadu. He has been a Visiting Fellow at St Antony's College, Oxford, and a Research Associate at The Wilson Center in Washington DC. He is the author, co-author or editor of ten books, including *The Dark Side of Globalization* (with Ramesh Thakur, United Nations University Press, forthcoming, 2010); *Which Way Latin America? Hemispheric Politics Meets Globalization* (with Andrew F. Cooper, United Nations University Press, 2009); and (with Leslie Manigat), *Cross Currents and Cleavages: International Relations of the Contemporary Caribbean* (Holmes & Meier, 1988), and some seventy academic articles. His opinion pieces have been published in *The New York Times*, *The Washington Post* and *The International Herald Tribune*. He was the first ambassador to present credentials to President Nelson Mandela, and in 1997 and 1998, Johannesburg's leading daily, *The Star*, listed him among the 100 most influential personalities in South Africa.



GRANT KIPPEN

International Elections Complaints Commission; The Hillbrooke Group

Grant Kippen has spent the past 30 years involved in electoral politics and democracy strengthening activities. In Canada, Mr. Kippen has worked within the Prime Minister's Office, as an Advisor to a federal Cabinet Minister, a Special Assistant to a Member of Parliament, as well as the Director of Organization for a national political party. He has written a number of published articles on such issues as e-democracy, electoral financing within post-conflict countries, the impact of information technology on electoral campaigns as well as on elections and democracy in Afghanistan.



Internationally, Grant has worked in Afghanistan, Algeria, Bangladesh, Cambodia, Egypt, Georgia, Jordan (in support of the 2005 Iraq elections), Kosovo, Moldova, Nepal, Pakistan, Timor Leste and Ukraine. During this time he has been employed by the United Nations, International Foundation for Electoral Systems (IFES), the National Democratic Institute (NDI), Elections Canada and the Canadian Department of Foreign Affairs. He was the Chairman of the Electoral Complaints Commission (ECC) in Afghanistan for the 2009 Presidential and Provincial Council elections and the 2005 Wolesi Jirga and Provincial Council elections, and was Country Director in Afghanistan for the National Democratic Institute in 2003 – 2004.

Mr. Kippen has a B.A. from The University of Western Ontario and an M.B.A. from the University of Ottawa. He is also a Fellow at the Centre for the Study of Democracy, School of Policy Studies, Queen's University in Kingston, Canada.

DR. DOUGLAS LOVELACE

Director of the Strategic Studies Institute, US Army War College

Douglas C. Lovelace, Jr., became the Director of the Strategic Studies Institute in May 2000. He held the Douglas MacArthur Professor of Research Chair at the U.S. Army War College. His Army career included a combat tour in Vietnam and a number of command and staff assignments. While serving in the Plans, Concepts and Assessments Division and the Conventional War Plans Division of the Joint Staff, he collaborated in the development of documents such as the National Military Strategy, the Joint Strategic Capabilities Plan, the Joint Military Net Assessment, national security directives, and presidential decision directives. He also was Director of Military Requirements and Capabilities Management at the U.S. Army War College. He is a graduate of the U.S. Army Command and General Staff College and the National War College. He holds an MBA from Embry Riddle Aeronautical University and a J.D. from Widener University School of Law. He is a member of the Pennsylvania and New Jersey bars. He has published extensively in the areas of national security and military strategy formulation, future military requirements and strategic planning.



Colonel Dominic D. McAlea, CD

Deputy Jag/Regional Services, Department of National Defence

Colonel McAlea was born in Sarnia, Ontario, Canada in 1956 - the first of his family to be born in the New World. His primary and secondary educations were completed in Sarnia, while baccalaureate studies were conducted at University College of the University of Toronto. He is a graduate of the University Windsor Faculty of Law and was called to the Bar of Upper Canada in April 1981 after attending the Bar Admission Course in London, Ontario.



Colonel McAlea swore allegiance to Her Majesty in December 1981 and joined the Office of the Judge Advocate General as a Direct Entry Officer at the rank of Captain in April 1982, after completing Basic Officer Training at CFB Chilliwack. In the early 1980s, he served in training and trial defence positions in Halifax and Ottawa. Later, he served with the Land Forces Headquarters in Montreal and the Special Service Force in Petawawa. From September 1989 until August 1990, he completed his Master of International Law studies at the London School of Economics and Political Science, London, England.

Colonel McAlea was then posted back to Ottawa in September 1990. While posted there, he served in the Persian Gulf with the Canadian Forces Middle East during the Gulf War.

Colonel McAlea was promoted to Lieutenant-Colonel in August 1991 and posted to Winnipeg where he served as the Assistant Judge Advocate General (AJAG) for Canada's Prairie and Northern Regions until August 1994.

In the fall of 1993, while in the position of AJAG Prairie Region, Colonel McAlea led a UN War Crimes Investigation Team which investigated alleged war crimes in the Former Republic of Yugoslavia in general and Croatia's Dubrovnik area in particular.

Colonel McAlea then served in the Office of the Legal Advisor to the Supreme Headquarters Allied Powers Europe in Casteau, Belgium where he was posted in August 1994.

In August 1997, Colonel McAlea became Director of Law/International in the Office of the Judge Advocate General at National Defence Headquarters. As Director of Law/International, Colonel McAlea was the Military Advisor in the Canadian Delegation at the UN Conference in Rome which drafted the Statute of the International Criminal Court in June-July 1998.

Colonel McAlea was promoted Colonel in January 2001 upon assuming the duties of DND/CF Deputy Legal Advisor - Military. In 2004, he obtained a Master of Philosophy in International Relations at the Center of International Studies, Cambridge University. He then assumed the duties of Deputy Judge Advocate General / Military Justice and Administrative Law.

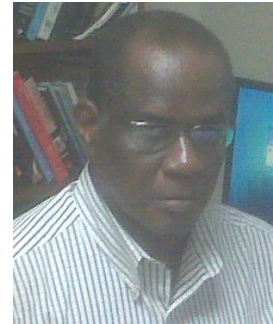
As of September 2006, he has assumed the duties of Deputy Judge Advocate Regional Services in Ottawa. Colonel McAlea recently returned from duty with MONUC Rule of Law Unit where he worked on military justice reform as the Military Criminal Law Advisor to the UN mission to the Democratic Republic of the Congo in Kinshasa.

Colonel McAlea and his wife Judith have five children, Jacob, Molly, Aimee, John Ross and Liam.

DR. HILTON McDAVID, DSC

Academic Director, National Security and Strategic Studies, University of West Indies

Hilton McDavid is the Director of the Centre for National Security and Strategic Studies and Academic Director of the MSc in National Security and Strategic Studies Programme at The University of the West Indies, Mona, Kingston, Jamaica. He is also an Adjunct Professor of National Security Affairs at the Center for Hemispheric Defense Studies, National Defense University, USA. Hilton holds the Doctor of Science Degree in Engineering Management from George Washington University and is a graduate of the Centre for Hemispheric Studies, National Defense University; Canadian Land Forces Command and Staff College, Canadian Forces Staff School and Mons Officer Cadet School, United Kingdom.



Prior to joining academia, Doctor McDavid completed over 20 years Commissioned Service in the Guyana Defence Force where he held the appointments of Commanding Officer, 13 Guards Battalion; Staff Officer, Grade 1, Administration and Logistics; and Commander, Engineering Corps.

DR. MAX G. MANWARING

Research Professor of Military Strategy, Strategic Studies Institute, US Army War College

Area(s) of Expertise: Theory of grand strategy; U.S. national security policy and strategy; military strategy; military and non-military operations other than war; political-military affairs; and Latin America.

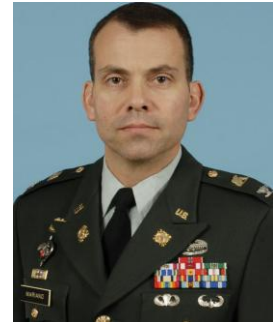
Dr. Max G. Manwaring is a Professor of Military Strategy in the Strategic Studies Institute (SSI) of the U.S. Army War College (USAWC). He has held the General Douglas MacArthur Chair of Research at the USAWC, and is a retired U.S. Army colonel. He has served in various civilian and military positions, including the U.S. Southern Command, the Defense Intelligence Agency, Dickinson College, and Memphis University. Dr. Manwaring is the author and coauthor of several articles, chapters, and books dealing with Latin American security affairs, political-military affairs, and insurgency and counterinsurgency. His most recent book is *Insurgency, Terrorism, and Crime: Shadows from the Past and Portent for the Future*, University of Oklahoma Press, 2008. His most recent article is "Sovereignty under Siege: Gangs and Other Criminal Organizations in Central America and Mexico," in *Air & Space Power Journal* (in Spanish), forthcoming. His most recent SSI monograph is "A Contemporary Challenge to State Sovereignty: Gangs and Other Illicit Transnational Criminal Organizations in Central America, El Salvador, Mexico, Jamaica, and Brazil". Dr. Manwaring holds an M.A. and a Ph.D. in Political Science from the University of Illinois, and is a graduate of the U.S. Army War College.



COLONEL STEPHEN J. MARIANO

Assistant Chief of Staff, G5, Strategic Plans, Policies and Assessments, US Army Southern European Task Force, US Army Africa

Currently the Assistant Chief of Staff, G5, Strategic Plans, Policies and Assessments, US Army Southern European Task Force/US Army Africa in Vicenza, Italy. Other assignments include Deputy J5, Chief of Strategy, Plans and Assessments, Multinational Security Transition Command - Iraq (MNSTC-I), in Baghdad, Iraq; US Army Visiting Defense Fellow, Queen's Center for International Relations, Queens University, in Kingston, Ontario, Canada; Military Advisor to NATO's Senior Civilian Representative in Afghanistan, in Kabul, Afghanistan; Strategic Plans & Policy Officer, Policy and Concepts Branch, Plans & Policy Directorate, International Military Staff, NATO HQ in Brussels, Belgium; Chief, Coalition Planning Group, Joint Planning Group for Counter Terrorism; Engagement/Exercise Planner, J-3, USEUCOM, in Stuttgart, Germany; Assistant Professor of Military Strategy/Comparative Military Systems in West Point, New York; Company Commander, Battalion and Brigade Logistics Officer-7th Infantry Division (Light) at Fort Ord, California; and Executive Officer, Accountable Officer and Platoon Leader, VII Corps in Augsburg, Germany.



He attended (and graduated!) from U.S. Army Airborne School, Ranger School, Air Assault School, Rappel Master School, and the French Army's Centre Entrainment Commando #4. He earned a B. A. in Mathematics/Economics from University of California, Santa Barbara, and a M.A. in Strategic Planning, International Organizations and Negotiations from the Naval Postgraduate School, Monterey, California; He is currently a doctoral candidate War Studies at the Royal Military College of Canada.

His interests and hobbies include most ball, snow, water and (after having lived in Canada) ice sports.

GLEN MILNE

Adjunct Professor, University of Victoria and OCAD

Glen provides strategic facilitation, innovation, training and advice for policy development, foresight studies, strategic planning, organizational change, governance, & consultations.

He helps his clients with the capabilities to listen and probe carefully, encourage creative contributions, conceptualize complex situations and solutions, and develop engaging graphics that organize and communicate ideas, information, interests, markets, issues, underlying structure, strategic options, etc.



He is the author and publisher of the continuously up-dated best-selling publication 'Making Policy: A Guide to the Federal Government's Policy Process', and learning materials on 'How Parliament Works' and 'How Government Works'.

His work contributions include all parts of the federal government, including the Priorities & Planning Secretariat of PCO and Prime Minister Trudeau, other central agencies, departmental executive committees, programs, and regional offices. That work has been balanced with clients in telecommunications, broadcasting, information technology, banking, national business associations, and academic, voluntary, community, military and aboriginal organizations.

He has been the principal consultant for Canadian foresight projects in the areas of; demography & immigration, energy technologies, photonics, bio/nano/info technologies, and regulation of health technologies.

He frequently partners on projects with his wife Janet, a former Assistant Deputy Minister in the federal government through their company Cognitus Associates. Their network of experts and former clients across Canada, USA, UK and Scandinavia bring state-of-the-art benchmarks and expert advice for all their projects.

Glen received his undergraduate degree with highest honours from the University of Toronto in 1960, graduate degree from the University of Pennsylvania and the studio of Louis Kahn in 1964, & advanced certificate in facilitation from Synectics, Boston, in 1975.

His early career included work as an architect, planner and professor in Canada, England, Finland and USA. In 1968 he was a co-founder of the School of Architecture at Carleton University. From 1970 to 1995 he taught courses there in architecture, sociology, and public administration in a half-time position. He has been a guest lecturer at 12 universities in Canada, USA and New Zealand.

He is currently an adjunct professor with the School of Public Administration at University of Victoria. There he is co-writing an illustrated guide outlining all forms of government that pertain in and to BC, and developing courses on policy design, and how government works. Glen is also an adjunct professor at the Ontario College of Art & Design University helping develop the MDes program in Strategic Foresight & Innovation.

REAR ADMIRAL MICHAEL N. PARKS

Commander, Ninth District, United States Coast Guard

Rear Admiral Michael Parks is the operational commander of the Ninth Coast Guard District, which spans the five Great Lakes, Saint Lawrence Seaway and parts of the surrounding states, including 1,500 miles of international border. He leads 6,000 Coast Guard active duty, reserve, civilian and auxiliary men and women serving at 77 subordinate units and on the District staff.

He most recently served as the Deputy Director of Operations for Headquarters United States Northern Command, where he was the principal advisor to the U.S. NORTHCOM Commander on all operational matters and provided strategic guidance to plan and execute missions within the U.S. NORTHCOM area of



responsibility; including land, maritime, and Homeland Defense air operations as well as Defense Support of Civil Authorities.

Rear Admiral Parks is a 1982 graduate of the United States Coast Guard Academy where he received a Bachelor of Science degree in Government. In 1994 Rear Admiral Parks attended George Washington University, where he earned a Master of Public Administration degree. In 2004 Rear Admiral Parks was selected and attended the National War College in Washington, D.C., where he received a Master of Science in National Security Strategy and Policy.

Rear Admiral Parks' afloat assignments include serving as Commanding Officer, Coast Guard Cutter GALLATIN, Charleston, S.C.; Coast Guard Cutter LEGARE, Portsmouth, Va.; Coast Guard Cutter MATAGORDA, Miami, Fla.; and Coast Guard Cutter POINT DIVIDE, Newport Beach, Calif. Rear Admiral Parks also served as Executive Officer aboard Coast Guard Cutter VENTUROUS, and Deck Watch Officer aboard Coast Guard Cutter DECISIVE, both home ported in St. Petersburg, Fla.

Rear Admiral Parks' staff and ashore assignments have included: Chief of Staff for the United States Coast Guard Atlantic Area in Portsmouth, VA; Chief of Response and Chief of Staff in Ninth Coast Guard District in Cleveland, Ohio; Senior Operations Center Controller in the Eleventh Coast Guard District in Long Beach, California; Aide to the Vice Commandant at Coast Guard Headquarters; Congressional Fellow for U.S. Senator John Breaux (D-LA) in Washington, D.C.; and Chief of the Coast Guard's Command and Operations School at the Leadership Development Center at the Coast Guard Academy in New London, Connecticut. Rear Admiral Parks' personal awards include The Defense Superior Service Medal, three Legions of Merit, two Meritorious Service Medals, six Coast Guard Commendation Medals, two Commandant's Letter of Commendation Ribbons and various service and unit awards.

DR. CHARLES PENTLAND

Director, Queen's Centre for International Relations, Queen's University

Dr. Charles Pentland is the Director of Queen's Centre for International Relations, and Professor of Political Studies at Queen's University. His current research concerns the political development and external relations of the European Union, in particular the security implications of its enlargement to include countries in Central and Eastern Europe, its role in the Balkans, and its development of a common foreign and security policy, transatlantic relations between Canada, the US and Europe, international organizations and global governance.



Born in Montreal, Dr. Pentland earned his BA with Double Honours in Political Science and International Studies at the University of British Columbia (UBC); his MA in Political Science at UBC; and PhD in International Relations, University of London, School of Economics and Political Science. In 1969 he joined the Department of Political Studies at Queen's, became a full Professor in 1982, and then Department Head in 1987.

Dr. Pentland has held visiting positions at NPSIA, Carleton University, Fall 1981; Centre d'Etudes et de Recherches Internationales et Communautaires, Université d'Aix-Marseille, 1983-4; University of Manitoba, Winter 1993; and University of Cambridge, 2004. He served as co-editor of the Journal of European Integration from 1977 to 1984; co-editor of the International Journal in 1984-92, Associate Director of Queen's Democracy Project for the Ukraine, and has been Director of Queen's Centre for International Relations since July 2002.

SEÑOR JUAN CARLOS PINZÓN BUENO

Former Vice-Minister of Defense, Colombia; Woodrow Wilson School, Princeton University

Juan Carlos has a combined experience in public, private and multilateral sectors. He has recently served as Vice Minister of Defense for Strategy and Planning in Colombia. During his tenure, the results against terrorism and drug trafficking were enhanced, due to comprehensive reforms and policies beyond security. Prior to his latest position he was at the World Bank in Washington. He was senior advisor to the Executive Director on behalf of Colombia. He considers that experience as key to understand development policies and international financial architecture. He also served as the Vice-president of Colombian Banking Association, where he was able to participate in the public-private discussion on financial development and the consequences for economic policies. He also worked as private secretary to the Minister of Finance. He had a private sector experience at Citigroup, both as country economist and investment banking. Juan Carlos enjoys reading on strategic studies, history of wars and biographies.

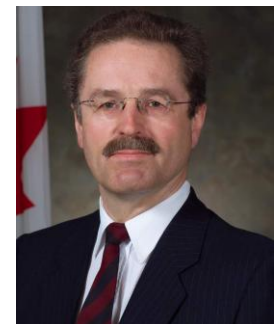


He loves sports and family-oriented activities.

ANDREW P. RASIULIS

Director, Military Training and Cooperation, Department of National Defence

Mr. Rasiulis was born in Toronto, Canada on June 11, 1955. He completed his undergraduate study in Political Science/History at the University of Toronto in 1978 and received his Master of Arts from the Norman Patterson School of International Affairs, Carleton University, in Strategic Studies in 1979. In 1979 Mr. Rasiulis was appointed a commissioned officer in the Canadian Forces Primary Reserve (Governor General's Foot Guards). He is currently a member of the Supplementary Ready Reserve.



He joined the Department of National Defence in 1979 as an analyst with the Directorate of Strategic Analysis, specializing in strategic politico-military issues pertaining to conventional forces. These issues included emerging concepts of conventional defence strategies for Western Europe, as well as the Canadian Government's efforts in the area of conventional arms control. In 1987, Mr. Rasiulis was promoted to Section Head, within the Directorate of Nuclear

and Arms Control Policy, responsible for conventional arms control policy. He was also the Department of National Defence representative on NATO's High Level Task Force (HLTF) for conventional arms control from its inception in 1986 to 1989.

In June 1989 Mr. Rasiulis was posted as a Defence Advisor to the Canadian Delegation for Conventional Arms Control Talks in Vienna. Upon completion of his tour Mr. Rasiulis returned to National Defence headquarters in April 1992 as a Section Head responsible for policy on Central and Eastern Europe, including the Department's Military Training and Assistance Program (MTAP) with Central and Eastern Europe. In May 1996, Mr. Rasiulis was also assigned the responsibility of Programme Manager for the entire MTAP. He was subsequently designated as Director, Military Training Assistance Programme (and Eastern European Policy) in 1998.

Reflecting the growth of responsibility within the area of defence diplomacy, Mr. Rasiulis was re-designated Director Military Training and Cooperation (DMTC) in 2009. His responsibilities include the development of the policy for defence training cooperation with developing countries world wide, as well as overseeing the operational implementation of the policy.

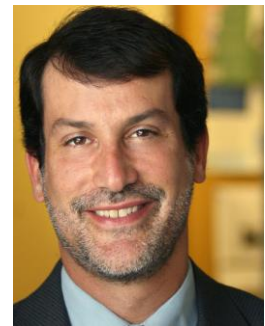
Mr. Rasiulis' MA thesis, On the Utility of War in the Nuclear Age, developed a theory on limited conventional war. It was subsequently published as a Wellesley Paper in 1981 by the Canadian Institute for International Affairs and the Canadian Institute for Strategic Studies. He has also published numerous articles on conventional strategy, arms control and international military training cooperation.

Mr. Rasiulis has two sons, Alexander and Nicolas.

DR. STEPHEN M. SAIDEMAN

Canada Research Chair in International Security and Ethnic Conflict, McGill University

Stephen Saideman is Canada Research Chair in International Security and Ethnic Conflict, based in the Department of Political Science at McGill University. In addition to his books, *The Ties That Divide: Ethnic Politics, Foreign Policy and International Conflict* and *For Kin or Country: Xenophobia, Nationalism and War* (with R. William Ayres), he has co-edited *Intra-State Conflict, Governments and Security: Dilemmas of Deterrence and Assurance* and published articles on the international relations and comparative politics of ethnic conflict in *International Organization*, *International Studies Quarterly*, *Comparative Political Studies*, *Journal of Peace Research*, *Security Studies* and other journals. Prof. Saideman spent 2001-2002 on the U.S. Joint Staff working in the Strategic Planning and Policy Directorate in the Central and East European Division as part of a Council on Foreign Relations International Affairs Fellowship. Saideman is now trying to understand the challenges of multilateral warfare and how different countries run their military operations in Afghanistan.



MARK SEDRA

Senior Fellow, Centre for International Governance Innovation (CIGI)

Mark Sedra is a Senior Fellow at the Centre for International Governance Innovation (CIGI), an independent think tank that addresses international governance challenges, and leads the Centre's program on Global and Human Security. He also teaches in the Department of Political Science at the University of Waterloo. His current research focuses on the topic of post-conflict state-building with an emphasis on security issues. He has conducted research on a number of countries and regions, including Northern Ireland, the Middle East, and the Balkans; however, the bulk of his research in recent years has centered on Afghanistan.



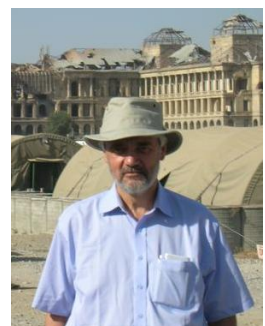
Mark was formerly a Research Associate at the Bonn International Center for Conversion (BICC), a German-based independent think tank specializing in peace and security issues, and a Visiting Research Fellow at the Defence Academy of the United Kingdom. He also served as the 2004-2005 Cadieux Léger Fellow in the Canadian Department of Foreign Affairs and International Trade (DFAIT).

Mark has been a consultant to governments, intergovernmental organizations, and NGOs on issues pertaining to the security and political situation in Afghanistan, including the United Nations, the Canadian Department of Foreign Affairs and the UK Department for International Development (DFID). Notably, in late 2003 he served as the manager of the security chapter of the Afghan Government report titled, *Securing Afghanistan's Future: Accomplishments and the Strategic Pathway Forward*, which was prepared for the Berlin international donors conference held on March 31- April 1, 2004. Over the past four years he has published numerous editorials, articles, policy reports, and book chapters focusing primarily on security issues in Afghanistan and the Middle East.

ANDY TAMAS

Director, Tamas Consultants; Pearson Peacekeeping Centre

Andy Tamas is a governance and capacity development specialist who since 1998 has worked on five projects in Afghanistan and three in Iraq. His Iraq experience includes serving on two large (\$300M+) USAID governance projects. His most recent assignment (ending May 2010) was as the Chief Technical Advisor on the scoping phase of a UN-funded Iraq Public Sector Modernization program focusing on three areas – water & sanitation, education and health, sectors with high impact at the household level and a direct relationship with the population's perception of the legitimacy of the government. As a part of this project Andy prepared an implementation roadmap for the renewal of the Iraqi civil service that is currently under consideration by Iraqi Council of Ministers Secretariat (COMSEC).



In 2005 Andy was hired by the Canadian International Development Agency to be the civilian capacity development specialist on the first rotation of the Canadian military's Strategic Advisory Team (SAT). The team was invited by President Karzai to help strengthen the Afghan government's planning and operational capacity. Andy's work on SAT was mainly with the Training and Development Department of the Independent Administrative Reform and Civil Service Commission. Following his work with SAT Andy was invited by the Canadian Defence Academy to write a book on civilian-military relationships in a counter-insurgency. The CDA Press published "Warriors and Nation Builders: Development and the Military in Afghanistan" early in 2009.

Andy's educational background is in intercultural adult education, social work and applied social sciences. He has been involved in development activity since 1969, and has worked extensively with the Canadian government and in the north, and with First Nations across the country. In addition to Afghanistan and Iraq, his international experience includes projects in Egypt, Qatar, Colombia, Haiti, Uganda, Kenya, Zambia and Ghana.

For more information and samples of his work visit www.tamas.com.

BRIGADIER GENERAL DENIS W. THOMPSON, OMM, MSC, CD

Chief of Land Staff Operations, Canadian Forces

BGen Thompson joined the Militia as a Private in 1978 and entered le Collège Militaire Royal de St. Jean in 1979. In 1984, he graduated from the Royal Military College of Canada at Kingston and served with the 3rd Battalion, The Royal Canadian Regiment in Winnipeg, Cyprus and Germany.

In 1990, BGen Thompson attended the Royal Military College of Science in Shrivenham, England and was subsequently employed in the Light Armoured Vehicle Project in Ottawa. From 1992 to 1995 he served as the Training Officer for Joint Task Force 2.

Upon promotion to Major in 1995, he was posted to the 2nd Battalion, The Royal Canadian Regiment as Officer Commanding G Company, leading them as part of the Queen's Royal Hussars Battle Group on the initial NATO mission in Bosnia.

In 1998, BGen Thompson was appointed the Deputy Commanding Officer of the 1st Battalion, afterward joining Headquarters 2 Canadian Mechanized Brigade Group as the G3. In June 2000, BGen Thompson assumed command of the 3rd Battalion, The Royal Canadian Regiment deploying with them in 2001 as the Battle Group Commander in Bosnia.



On leaving Regimental duty in July 2002, he took up a post as a policy officer with responsibility for Africa. In 2004, he was seconded to Foreign Affairs Canada, leaving on promotion to Colonel in January 2005 as the Director of Peacekeeping Policy. In June 2006, BGen Thompson was appointed Brigade Commander of 2 Canadian Mechanized Brigade Group in Petawawa until assuming command of Joint Task Force – Afghanistan serving in Kandahar from May 2008 to February 2009.

BGen Thompson is a licensed Professional Engineer and his academic qualifications include a Bachelor of Mechanical Engineering and a Master of Applied Military Science.

· ST. LAWRENCE AND THE THOUSAND ISLANDS ·

There are three features of special interest in the St. Lawrence – the Thousand Islands, the Rapids, and the highlands of the north shore from Quebec down. The first are the perfection of beauty, the second are almost terrible in their strength, and the last are stern and grand, rising at times to the sublime.

The Lake of the Thousand Islands begins immediately below Kingston, and stretches down the river for forty or fifty miles, varying from six to twelve miles in width. This area is profusely strewn with islands of all sizes from the little rock giving precarious foothold to a stunted juniper or a few wild flowers, to the large island, stretching in broad farms and waving with tall and stately forests. Instead of a thousand, there are in all some eighteen hundred of these lovely isles and one man-made one. The islands were formed in the last ice age, more than 10,000 years ago. Retreating glaciers carved out a rocky mountain range, the peaks of which became islands when the St. Lawrence flooded the region.



Aboriginals call the area Manitouna, or “Garden of the Great Spirit,” and explain its creation with the following legend.

“Two powerful gods, one good and one evil, were arguing over who would rule the St. Lawrence River. They hurled handfuls of rocks, torn from the earth’s surface, across the river at each other. Many of the rocks fell short of the banks and landed in the river. The good god won the battle, and evil spirits were banished. Enchanted spells allowed forests to flourish on the rocks which had fallen in the river. These forested rocks became the thousand islands.”

Archaeological evidence traces Aboriginal presence in the area back 7,000 years. Many Iroquois tribes favoured the islands as summer camping grounds before the Europeans arrived. Between 700 BC and 1600 AD, they served as a base for fishing camps in the summers and fall hunting excursions.

European discovery of the St. Lawrence River is claimed by Jacques Cartier, who came upon it in August 1535. It quickly became an important transportation route for explorers, trappers, traders, soldiers, and missionaries seeking access to the Canadian interior and the United States.

Arriving in the 1600s, Samuel de Champlain was the first European explorer to come upon the islands. By the late 1700s, European settlement of the islands had begun. A boundary

agreement between Canada and the United States ensures that no island is split between countries. While two thirds of the islands fall in Canadian territory, the total acreage of Canadian and American islands is roughly equal. Most of the islands are now privately owned, but the region is also home to a UNESCO biosphere reserve and the St. Lawrence Islands National Park. Thousands of tourists enjoy the Thousand Islands region each year!

The construction of canals around the river's rapids has made it entirely navigable, though ice can obstruct passage during the winter months. The river, nearly 750 miles long, comprises a significant part of the St. Lawrence Seaway. Opened in 1959, the St. Lawrence Seaway is an international waterway of canals, locks, and dams in the St. Lawrence River and connecting channels between the Great Lakes. It stretches almost 2,350 miles in length, allowing large ocean-going vessels access to central North America. Today it also serves as an important source of hydroelectric power.

With the exception of the Amazon at its flood, the St. Lawrence is the largest river in the world. Its basin contains more than half of all the fresh water on the planet. At its issue from Lake Ontario it is two and a half miles wide, and is seldom less than two miles. At its mouth it is upward of thirty miles wide, and at Cape Gaspe the Gulf is nearly a hundred miles wide.