



# Department of Defense **DIRECTIVE**

NUMBER 5200.41E  
June 30, 2016

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USD(P)

SUBJECT: DoD Regional Centers for Security Studies

References: See Enclosure 1

1. **PURPOSE.** This directive reissues DoD Directive (DoDD) 5200.41 (Reference (a)) in accordance with the guidance in section 184 of Title 10, United States Code (Reference (b)) to:

a. Establish policy and assign responsibilities for oversight, management, function and operations, and support of the DoD Regional Centers for Security Studies (referred to in this directive as “Regional Centers”). The Regional Centers include:

- (1) Africa Center for Strategic Studies (ACSS).
- (2) Daniel K. Inouye Asia-Pacific Center for Security Studies (APCSS).
- (3) George C. Marshall European Center for Security Studies (GCMC).
- (4) Near East South Asia Center for Strategic Studies (NESA).
- (5) William J. Perry Center for Hemispheric Defense Studies (WJPC).

b. Designate the Director, Defense Security Cooperation Agency (DSCA), as the DoD Executive Agent for the DoD Regional Centers for Security Studies in accordance with DoDD 5101.1 (Reference (c)).

c. Incorporate and cancel References (d) through (i).

2. **APPLICABILITY.** This directive applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff (CJCS) and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this directive as the “DoD Components”).

3. POLICY. It is DoD policy that:

a. The Regional Centers will support defense strategy objectives and policy priorities through:

(1) Offering executive-development strategic-security studies, research and outreach in rigorous outreach programs that foster long-term collaborative relationships.

(2) Developing and sustaining relationships and communities of interest among security practitioners and national security establishments, especially in defense, throughout the region.

(3) Enhancing enduring partnerships among the nations of the region.

b. The Regional Centers' activities may cross areas of responsibility (AORs) assigned to individual geographic Combatant Commanders (GCCs) as established in the Unified Command Plan (Reference (j)). In such cases, the GCCs will coordinate with one another to identify trans-regional issues, issues that cut across more than one GCC's AOR, and interagency challenges, as well as recommend activities to address them.

c. There will be one GCC designated as the lead GCC for each Regional Center, and it will coordinate with other GCCs, as appropriate, on an issue-by-issue basis. The Regional Centers will coordinate all programs and activities with both the lead GCC and the GCC in whose AOR the programs and activities will occur.

d. Regional Center programs and activities will be directly tied to OSD and GCC priorities.

e. Regional Center programs and activities must be conducted in accordance with the laws and policies governing U.S. interaction with foreign countries.

f. GCMC must comply with the German Ministry of Defense DoD Joint Memorandum and the Memorandum of Agreement between the U.S. Secretary of Defense and the Federal Minister of Defense of Germany (References (k) and (l)). These documents define the international partnership between the United States and Germany regarding the GCMC.

g. The Regional Centers are not an intelligence-collection tool.

h. All Regional Center programs and activities with foreign participants will be conducted at the unclassified level unless a waiver is provided by OSD or any GCCs.

4. RESPONSIBILITIES. See Enclosure 2.

5. RELEASABILITY. **Cleared for public release.** This directive is available on the DoD Issuances Website at <http://www.dtic.mil/whs/directives>.

6. EFFECTIVE DATE. This directive is effective June 30, 2016.

A handwritten signature in black ink, appearing to read 'R. Work', with a large, stylized initial 'R'.

Robert O. Work  
Deputy Secretary of Defense

Enclosures

1. References

2. Responsibilities

Glossary

ENCLOSURE 1

REFERENCES

- (a) DoD Directive 5200.41, "DoD Centers for Regional Security Studies," July 30, 2004 (hereby cancelled)
- (b) Title 10, United States Code
- (c) DoD Directive 5101.1, "DoD Executive Agent," September 3, 2002, as amended
- (d) Deputy Secretary of Defense Memorandum, "Appointment of Directors of Regional Centers," March 20, 2003 (hereby cancelled)
- (e) Deputy Secretary of Defense Memorandum, "Delegation of Authorities for the Regional Centers for Security Studies," March 2, 2007 (hereby cancelled)
- (f) Directive-type Memorandum 05-002, "Executive Agent for Regional Centers for Security Studies," September 29, 2005 (hereby cancelled)
- (g) DoD Directive 5200.34, "George C. Marshall European Center for Security Studies," November 25, 1992 (hereby cancelled)
- (h) DoD Directive 5200.38, "Asia-Pacific Center for Security Studies," January 29, 1996 (hereby cancelled)
- (i) DoD Directive 3200.13, "Center for Hemispheric Defense Studies," September 3, 1997 (hereby cancelled)
- (j) The Unified Command Plan, current edition<sup>1</sup>
- (k) German Ministry of Defense DoD Joint Memorandum, "Combined German-American Policy Guidance for the George C. Marshall Center for Security Studies," undated<sup>2</sup>
- (l) Memorandum of Agreement between the Secretary of Defense of the United States of America and the Federal Minister of Defense of the Federal Republic of Germany concerning German participation in the George C. Marshall European Center for Security Studies at Garmisch-Partenkirchen, with annexes, December 2, 1994<sup>3</sup>
- (m) Section 1065 of Public Law 104-201, "National Defense Authorization Act for Fiscal Year 1997," October 1, 1996, as amended
- (n) DoD Directive 5530.3, "International Agreements," June 11, 1987, as amended
- (o) Deputy Secretary of Defense Memorandum, "Functional Transfer of Foreign Language Training Center Europe," June 1, 2007
- (p) Section 941 of Public Law 110-417, "Duncan Hunter National Defense Authorization Act for Fiscal Year 2009," October 14, 2008, as amended (section 184 of Title 10, United States Code note)
- (q) Memorandum of Academic Agreement between the National Defense University and the Defense Security Cooperation Agency, March 17, 2008
- (r) Secretary of Defense Guidance, "Implementation of Section 8057, DoD Appropriations Act, 2014 (Division C of Public Law 113-76 ('the DoD Leahy Law')), August 18, 2014;

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<sup>1</sup> This classified document is available to authorized users at [http://www.intelink.sgov.gov/wiki/Unified\\_Command\\_Plan](http://www.intelink.sgov.gov/wiki/Unified_Command_Plan).

<sup>2</sup> Available at [http://www.marshallcenter.org/mcpublicweb/MCDocs/files/MC/F\\_Common/mission/us-ge-mc-guidance-May04-en.pdf](http://www.marshallcenter.org/mcpublicweb/MCDocs/files/MC/F_Common/mission/us-ge-mc-guidance-May04-en.pdf).

<sup>3</sup> Copies of this document may be requested by sending an email to [lpa-web@dscamil](mailto:lpa-web@dscamil).

- section 2249e of Title 10, United States Code, and the DoD Leahy provision included in the annual DoD Appropriations Acts (section 8056 of the DoD Appropriations Act, 2015)
- (s) Section 1306 of Public Law 103-337, “National Defense Authorization Act for Fiscal Year 1995,” October 5, 1994, as amended (section 113 of Title 10, United States Code note)
  - (t) Deputy Secretary of Defense Memorandum, “Delegation of Title 10 U.S.C. § 1050a Authority for African Cooperation,” May 3, 2012
  - (u) Section 8073 of Public Law 107-248, “Department of Defense Appropriations Act, 2003,” October 23, 2002
  - (v) Memorandum of Agreement between the Director, Defense Security Cooperation Agency and the Director, The George C. Marshall Center and the Commanding General, United States Army Europe and Seventh Army, May 8, 2008<sup>4</sup>

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<sup>4</sup> Copies of this document may be requested by sending an email to [lpa-web@dsc.mil](mailto:lpa-web@dsc.mil).

ENCLOSURE 2

RESPONSIBILITIES

1. UNDER SECRETARY OF DEFENSE FOR POLICY (USD(P)). The USD(P):

a. Advises the Secretary of Defense on Regional Center policies and activities, and coordinates with the GCCs on Regional Center policies and activities.

b. Provides guidance, direction, and oversight for the Regional Centers, including:

(1) Directly chairing a Regional Centers Oversight and Advocacy Board as necessary (see paragraph 4.b. of this section).

(2) Coordinating and approving Regional Center annual program plans through the Assistant Secretary of Defense for Strategy, Plans, and Capabilities (ASD(SPC)) and the regional Assistant Secretaries of Defense (ASDs) within the Office of the USD(P) (OUSD(P)), based upon input on programmatic needs and priorities from the GCCs.

(3) Managing personnel, programming, budgeting, and finance through the Director, DSCA.

(4) Managing the GCMC, in coordination with the Secretary of the Army, in accordance with section 7 of this enclosure.

(5) Overseeing Regional Center activities outlined in the Glossary.

c. Designates a lead GCC for each Regional Center.

d. Selects the directors of the Regional Centers from candidates provided through applicable hiring processes, in consultation with the lead GCC. Issues guidance on the internal hiring process for Regional Center directors.

e. Serves as the Regional Center directors' senior rating official, in consultation with the lead GCC, and designates an appropriate regional ASD to serve as the first-line rating official for each Regional Center director.

f. Consults, as needed, with foreign counterparts in relevant partner ministries of defense when a Regional Center has an international partner.

g. Authorizes participation by a European or Eurasian country in GCMC programs, if after consultation with the appropriate Department of State official, he or she determines that such participation is in the national interest of the United States in accordance with section 1065 of Public Law 104-201 (Reference (m)).

h. Establishes associated policy and procedures, as necessary, to implement this directive, including assigning specific areas of focus and country assignments for each Regional Center.

2. ASSISTANT SECRETARIES OF DEFENSE (ASDS) IN OUSD(P). Under the authority, direction, and control of the USD(P), the OUSD(P) ASDs:

a. With functional responsibilities, provide guidance to the Regional Center directors on matters within their functional areas through the ASD(SPC).

b. With regional responsibilities:

(1) Serve as the rating official of the Regional Center directors as designated by the USD(P), and ensure that input from the lead GCC is reflected in rating decisions.

(2) Coordinate and obtain approval of Regional Center annual program plans on behalf of the USD(P).

(3) Provide written assessments of the Regional Centers' annual program plans, in close coordination with the GCCs, to the Regional Centers Oversight and Advocacy Board for the specific geographical region they cover, and monitor their execution through relevant regional Deputy Assistant Secretaries of Defense (DASDs).

(4) Set indicators of success for each of the Regional Centers, continually monitor their progress toward achieving those indicators, and annually evaluate the extent to which they have achieved them, in close coordination with the GCCs.

(5) Provide regional policy guidance to the Regional Centers operating in his or her designated AOR in coordination with the GCCs. This responsibility may be delegated to the relevant regional DASDs.

(6) Consult regularly with the lead GCCs, functional Combatant Commanders as required, and Regional Center directors. This responsibility may be delegated to the relevant regional DASDs.

(7) Oversee Regional Center interagency relations. This responsibility may be delegated to the relevant regional DASDs.

c. Serve as a standing member of the Regional Centers Oversight and Advocacy Board.

3. ASSISTANT SECRETARY OF DEFENSE FOR SPECIAL OPERATIONS AND LOW INTENSITY CONFLICT (ASD(SO/LIC)). Under the authority, direction, and control of the USD(P) and in addition to the responsibilities in section 2 of this enclosure, the ASD(SO/LIC):

a. Through the DASD for Counternarcotics and Global Threats, provides guidance, direction, and oversight for the Countering Narcotics and Illicit Trafficking program at the GCMC. This includes oversight for programming and budgeting in coordination with the Director, DSCA.

b. Through the DASD for Special Operations and Counter Terrorism, provides guidance, direction, and oversight for counter terrorism-related transnational threat programs at the Regional Centers.

4. ASD(SPC). Under the authority, direction, and control of the USD(P), and in addition to the responsibilities in section 2 of this enclosure, the ASD(SPC):

a. Coordinates OUSD(P) direction and oversight of the Regional Centers.

b. In the absence of the USD(P), chairs the Regional Centers Oversight and Advocacy Board to review Regional Center program and management issues.

(1) Convenes the Regional Centers Oversight and Advocacy Board which includes regional ASDs; the ASD(SO/LIC); the Director, DSCA; a representative from the CJCS, representatives from each of the GCCs, and the directors of the Regional Centers.

(2) Invites other stakeholders, such as functional ASDs, to provide representatives to Board meetings.

(3) Convenes the Board quarterly or as deemed necessary

c. Coordinates region-specific policy guidance among ASDs and GCCs for all Regional Centers through the DASD for Security Cooperation, who also serves as the Executive Secretary of the Regional Centers Oversight and Advocacy Board.

5. DIRECTOR, DSCA. Under the authority, direction, and control of the USD(P) and in his or her capacity as the DoD Executive Agent for the DoD Regional Centers for Security Studies, the Director, DSCA:

a. Provides programming, budgeting, and financial management of the resources necessary to support the operation of the Regional Centers, including all operation and maintenance costs (i.e., personnel costs and base-operations support costs) in coordination with the GCCs and others as needed. This includes civilian and military human-resources support and personnel management and review of significant proposed changes to programs, budgets, and management practices of the Regional Centers.

b. Employs and prescribes compensation of civilians as directors, deputy directors, faculty, and other Regional Center employees in accordance with section 184 of Reference (b). This



authority may be delegated no further than the deputy directors or chief of staff of the Regional Centers.

c. Provides guidance to the Regional Center directors on manpower levels in accordance with resources allocated by the Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer of the Department of Defense.

d. Develops, negotiates, and concludes memoranda of agreement (MOAs) or similar documents with DoD Component heads, or their representatives, for the Regional Centers' base operations, personnel, or other support, as required.

e. Develops, negotiates, and concludes international agreements or similar documents, on behalf of the Regional Centers' mission objectives, as required, in accordance with applicable laws and DoDD 5530.3 (Reference (n)).

f. Approves or provides oversight, as appropriate, based on authorities delegated to the respective Regional Centers, of contracts for operations or administrative and logistic support required by the Regional Centers, including oversight for the Government Purchase Card program.

g. Maintains visibility of the Partner Language Training Center Europe funding line in the DSCA budget, as provided in Deputy Secretary of Defense Memorandum (Reference (o)).

h. Reviews Regional Centers' program management, management practices, administrative activities, and their performance in achieving DoD resourcing objectives.

i. Facilitates, enhances, and supports the Regional Centers' missions and activities through the coordination of DSCA programs and program management capabilities and delegation of authorities, as appropriate, within applicable law and DoD policy guidance.

j. Issues guidance to the Regional Center directors on the acceptance and use of gifts or donations to defray the costs or to enhance the operation of the Regional Centers, in accordance with section 2611 of Reference (b).

k. With the directors of the Regional Centers, ensures that Regional Centers do not hire foreign individuals to serve in faculty positions who have belonged to a unit of a foreign security force about which there is credible information that such unit has committed a gross violation of human rights.

l. Serves as a standing member of the Regional Centers Oversight and Advocacy Board.

m. As authorized by section 941 of Public Law 110-417 (Reference (p)) and until the end of fiscal year 2019, with the concurrence of the Secretary of State, waive reimbursement of Regional Center activities costs for personnel of nongovernmental and international organizations who participate in Regional Centers activities that enhance cooperation with U.S. forces, if attendance of such personnel without reimbursement is in the national security interests

of the United States. Costs when reimbursement is waived will be paid from appropriations available to the Regional Centers.

6. REGIONAL CENTER DIRECTORS. Under the authority, direction, and control of the USD(P), the Regional Center directors:

a. Develop and implement activities in accordance with guidance from the USD(P), in coordination with the appropriate ASD, lead GCC, and other GCCs as applicable, and within administrative and resource guidance from the Director, DSCA.

b. Accept and use gifts or donations to defray the costs or to enhance the operation of the Regional Centers where authorized by law in sections 184 and 2611 of Reference (b) and, in accordance with guidance of the Director, DSCA. This authority may be re-delegated no further than the deputy directors or chief of staff.

c. Ensure compliance with the terms of the Memorandum of Academic Agreement (Reference (q)), as applicable to the directors of the ACSS, WJPC, and the NESAs.

d. Hire and establish compensation for deputy directors and faculty. Direct and manage Regional Center personnel, resources, and programs in accordance with applicable law, this directive, and other pertinent DoD and DSCA guidance. The authority to hire faculty may be re-delegated to the deputy directors or chief of staff.

e. Coordinate with DSCA Office of the General Counsel, prior to hiring any Regional Center employee who would be concurrently receiving any compensation from a foreign government, such as a retired military pension, during the term of their DoD employment.

f. Waive reimbursement of Regional Centers' activities costs for foreign military officers and foreign defense and security civilian government officials from a developing country, if attendance by such personnel without reimbursement is in the national security interest of the United States pursuant to section 184 of Reference (b).

(1) Costs for which reimbursement is waived will be paid from appropriations available to the Regional Centers.

(2) Potential recipients of such assistance must be vetted for human rights violations, in accordance with Secretary of Defense Guidance (Reference (r)).

g. As applicable to the director of the GCMC, implements programs and activities in accordance with the currently existing international agreements concerning German participation in the GCMC, and waives reimbursement costs of conferences, seminars, courses of instruction, or similar GCMC activities for military officers and civilian officials from States located in Europe or the territory of the former Soviet Union if attendance by such personnel without reimbursement is in the national security interest of the United States pursuant to section 1306 of

Public Law 103-337 (Reference (s)). This authority may be re-delegated no further than the deputy director or chief of staff.

(1) Costs for reimbursement that are waived will be paid from appropriations available to GCMC.

(2) Potential recipients of such funds must be vetted for human rights violations, in accordance with Reference (r).

h. As applicable to the director of the WJPC, pay the costs for the travel, subsistence, and special compensation of officers and students of Latin American countries and other expenses, if such payments are necessary for Latin American cooperation pursuant to section 1050 of Reference (b).

(1) This authority may be re-delegated no further than the deputy director or chief of staff. Costs will be paid from appropriations available to WJPC.

(2) Potential recipients of such funds must be vetted for human rights violations, in accordance with Reference (r).

i. In addition to the authority delegated to the Commander, U.S. Africa Command in the Deputy Secretary of Defense Memorandum (Reference (t)), the authority of the Secretary of Defense under section 1050a of Reference (b) to pay the costs for the travel, subsistence, and special compensation of officers and students of African countries and other expenses considered necessary for African cooperation is also delegated to the directors of the ACSS, GCMC, and NESAs. This authority may be re-delegated no further than the deputy director or chief of staff.

(1) Costs will be paid from appropriations available to ACSS, GCMC, and NESAs.

(2) Potential recipients of such funds must be vetted for human rights violations, in accordance with Reference (r).

j. As applicable to the director of APCSS, waive reimbursement of costs for conferences, seminars, courses of instruction, or similar activities for foreign nations' military officers and civilian officials if attendance of such personnel without reimbursement is in the national security interests of the United States pursuant to section 8073 of Public Law 107-248 (Reference (u)). This authority may be re-delegated no further than the deputy director or chief of staff.

(1) Costs for this reimbursement will be paid from appropriations available to APCSS.

(2) Potential recipients of such funds must be vetted for human rights violations, in accordance with Reference (r).

k. Together with Director, DSCA, ensure that Regional Centers do not hire foreign individuals to serve in faculty positions who have belonged to a unit of a foreign security force

about which there is credible information that such unit has committed a gross violation of human rights.

1. Serve as a standing member of the Regional Centers Oversight and Advocacy Board.

7. SECRETARIES OF THE MILITARY DEPARTMENTS. The Secretaries of the Military Departments nominate personnel for assignment to Regional Center faculty and staffs, and to attend Regional Center activities and programs as participants.

8. SECRETARY OF THE ARMY. In addition to the responsibilities in section 7 of this enclosure, the Secretary of the Army:

- a. Programs and budgets for administrative, logistic, contracting, information technology, and finance command support of GCMC in accordance with the MOA between the Director, DSCA and the Director, GCMC (Reference (v)).

- b. Provides administrative and logistical support to GCMC, including support for the Partner Language Training Center Europe through arrangements with the Director, GCMC, in accordance with Reference (v).

- c. Supports base operations and military and civilian human resource services for the GCMC.

9. CJCS. The CJCS:

- a. Consults and coordinates with the USD(P) and the affected GCCs on matters pertaining to Regional Center activities and support, as required.

- b. Designates a representative to serve as a permanent representative to the Regional Centers Oversight and Advocacy Board.

- c. Nominates civilian and military personnel to participate in Regional Center programs and activities.

10. GCCs. The GCCs:

- a. For the Regional Center whose activities have the greatest impact on the region in which the GCC has operational command (see Table):

Table. Lead GCC and Associated Regional Center

<u>Lead GCC</u>	<u>Regional Center</u>
Commander, U.S. European Command	GCMC
Commander, U.S. Africa Command	ACSS
Commander, U.S. Pacific Command	APCSS
Commander, U.S. Southern Command (in coordination with Commander, U.S. Northern Command)	WJPC
Commander, U.S. Central Command	NESA

- (1) Provide recommendations to the USD(P) on the selection of Regional Center directors, which the USD(P) will consider when hiring directors.
  - (2) Provide written input to rating officials to support the director's evaluation, which raters will consider when evaluating the director's performance.
  - (3) Serve as an advocate for the Regional Centers in engagements with military counterparts and ministries of defense within the GCC's AOR.
  - (4) Provide Regional Center directors, particularly where designated as the GCC lead, written coordination during the development of their annual program and activity plans prior to submission to the Regional Centers Oversight and Advocacy Board for approval. Written input will be to ensure support of and synchronization with theater campaign plans.
  - (5) Collaborate with OUSD(P) ASDs to build, review, and provide feedback on Regional Center annual program plans.
  - (6) Collaborate with OUSD(P) ASDs to assess, monitor, and evaluate the Regional Centers' effectiveness in achieving OUSD(P) and GCC priorities.
- b. Facilitate Regional Centers' activities that take place in the GCC AOR and facilitate interaction with the chief of mission, as necessary.
  - c. Participate in oversight and evaluations of Regional Center resource allocation and management practices.
  - d. Nominate and approve foreign participants to attend Regional Center activities and programs as appropriate.
  - e. Designate a representative to serve as a permanent representative to the Regional Centers Oversight and Advocacy Board.

f. Coordinate and provide input to the Regional Centers' annual program plans.

11. PRESIDENT, NATIONAL DEFENSE UNIVERSITY. The President, National Defense University, provides support services and maintains academic relationships with the Regional Centers, as described in Reference (q) and any implementing arrangements, such as intra-governmental support agreements.

## GLOSSARY

### PART I. ABBREVIATIONS AND ACRONYMS

ACSS	Africa Center for Strategic Studies
AOR	area of responsibility
APCSS	Daniel K. Inouye Asia Pacific Center for Security Studies
ASD	Assistant Secretary of Defense
ASD(SO/LIC)	Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict
ASD(SPC)	Assistant Secretary of Defense for Strategy, Plans, and Capabilities
CJCS	Chairman of the Joint Chiefs of Staff
DASD	Deputy Assistant Secretary of Defense
DoDD	DoD Directive
DoDI	DoD Instruction
DSCA	Defense Security Cooperation Agency
GCC	geographic Combatant Commander
GCMC	George C. Marshall European Center for Security Studies
MOA	memorandum of agreement
NESA	Near-East South Asia Center for Strategic Studies
OUSD(P)	Office of the Under Secretary of Defense for Policy
USD(P)	Under Secretary of Defense for Policy
WJPC	William J. Perry Center for Hemispheric Defense Studies

### PART II. DEFINITIONS

These terms and their definitions are for the purposes of this directive.

ACSS. The Regional Center that conducts security cooperation activities with countries in the Africa region, as defined by the USD(P).

APCSS. The Regional Center that conducts security cooperation activities with countries in the Asia-Pacific region, as defined by the USD(P).

GCMC. The Regional Center that conducts security cooperation activities with countries in the Europe, Eurasia, and Central Asia regions, as defined by the USD(P), and focusing on certain transnational security challenges, as defined by USD(P).

NESA. The Regional Center that conducts security cooperation activities with countries in the Near East, South Asia, and Northern Africa regions, as defined by the USD(P).

Regional Centers for Security Studies. A DoD institution that is operated and designated by the Secretary of Defense for the study of security issues relating to a specified geographic region of the world; and serves as a forum for bilateral and multilateral research, communication, and exchange of ideas involving military and civilian participants.

regional ASDs. ASDs responsible for DoD policy for a specific geographic region of the world.

regional DASDs. DASDs who report to ASDs responsible for a specific geographic region of the world.

WJPC. The Regional Center that conducts security cooperation activities with countries in the Western Hemisphere region, as defined by the USD(P).