

Impacting Culture Through Security Cooperation

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Abstract

JP 3-20 defines Security Cooperation (SC) as all Department of Defense (DOD) interactions, programs, and activities with foreign security forces (FSF) and their institutions to build relationships that help promote US interests; enable partner nations (PNs) to provide the US access to territory, infrastructure, information, and resources; and/or to build and apply their capacity and capabilities consistent with US defense objectives. This essay examines security cooperation, how security cooperation works and the impact the US Security Cooperation (SC) program has on culture. In order to do this, we examine activities inherent in Security Cooperation and how the entire process works, including key driving doctrine, from end state to genesis. After we examine activities inherent in Security Cooperation and how the entire process works, we then assess impact by examining aspects such as: how we measure success; regional access gained; partnerships; doctrine and intent. This essay takes a unique approach in that it works backwards from end state objectives of noted action on the ground to genesis with the President's National Security Strategy guided by the National Intelligence Estimate and National Security Council, concluding with my overall assessment of the impact of the program.

Keywords: Security Cooperation, Theater Strategies, Theater Campaign Plan, Defense Security Cooperation Agency (DSCA), Joint Strategic Capabilities Plan (JSCP), Strategic Direction, National Security Strategy (NSS), National Defense Strategy (NDS), Comprehensive Joint Assessment (CJA), Joint Strategy Review

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Introduction

Nations participate in international affairs for a plethora of reasons. All seek to accomplish national security and foreign policy objectives. Many former member states of former Soviet Union wish to break away from today's Russian influence. This is a different motivation from other countries which did not suffer through the subjugation, oppression and occupation of the former Soviet empire.

Shioshvili concluded the following: As a correlation, "the (United States) revolutionary generation faced two fundamental problems of self-identity: the need to differentiate themselves from Britain and the need to draw together states whose populations had very different cultural traditions and national origins" (p. 25).

The wish to be free, the allegiance to the institutions of a free nation, made one American. (Shioshvili 2020, p. 25).

The salient aspects of inter-state relations are: foreign relations, trade and commerce, cultural, military alliances or cooperation and quite often military confrontation (Salian, 2008, p. 81).

Few Americans are conscious of the impact their own culture has on personalities of other cultures (Shioshvili, 2014, pp. 27-30).

As Shioshvili (2014) explains regarding learning culture: "As we learn to more effectively interact with those who are culturally different, we also learn more about them and their cultures. We will discover new ways of perceiving reality and solving problems. Moreover, we will also learn more about ourselves and our own culture" (Shioshvili, 2014, p. 5).

According to Shioshvili (2014) regarding becoming aware of one's own culture: "Because we informally or tacitly acquire a culture well before adolescence, we usually take our own culture for granted until we are surrounded by people who are different. At that time, we contrast and compare our own culture with theirs and become more consciously aware of our own" (Shioshvili, 2014, p. 6).

As for America's Department of Defense interactions with foreign security establishments, it is hard to miss. One may see example after example, through every imaginable medium, in every region of the world, all branches of the US Military actively engaged with foreign defense establishments. These active peace-time engagements involve nearly 150 countries in a full spectrum range of activities from training, education and enhancing access, to ministry advising and capability building.

Have you ever paused to ask how and why we ended up there? What is the process, where does it start, what are the parameters involved in getting us there? What are the palpable and unseen effects, for example, on culture and ethnicity?

[Ethnicity is defined as] "a social group that shares a common and distinctive culture, religion, language, or the like" (Oxford Learners Dictionary, 2020).

[Culture is defined as] "the customary beliefs, social forms, and material traits of a racial, religious, or social group. Also, the set of shared attitudes, values, goals, and practices that characterizes an institution or organization" (Oxford Learners Dictionary, 2020).

"Military culture can be defined as the sum total of all knowledge, beliefs, customs, habits, and capabilities acquired by service members and their families through membership in military organizations". (Center for Deployment Psychology, 2014, as cited in Westphal & Convoy, 2015).

According to Shioshvili: "Culture is simply the way of life of a group of people passed down from one generation to the next through learning. Culture is not inherited but instead acquired unconsciously during childhood simply by participating in human interactions with others. This process of learning or acquiring our native culture is termed enculturation" (Shioshvili, 2020, p. 6).

According to the traditional approach, acculturation is a process of learning or acquiring another culture, while assimilation is a matter of being

accepted as a member of another culture (Shioshvili, 2017).

Here I am not referring to enculturation or assimilation but rather acculturation.

The reality is, the military conducts operations and activities that are both directly and indirectly intended to influence the attitudes and actions of foreign publics and military audiences to support foreign policy objectives (American Security Project [ASP], & Wallen, 2015).

While natural disasters have elicited relief efforts, it has been war, persecution, and oppression which have aroused high levels of ethnic mobilization. (Shioshvili, 2020, p. 29).

We tend to perceive the world in a similar way with others in our culture and that culture gives us a sense of identity and belonging (Shioshvili, 2020, p. 7).

Cultural diplomacy is a type of public diplomacy and soft power that includes the "exchange of ideas, information, art, language and other aspects of culture among nations and their peoples in order to foster mutual understanding" (Waller, 2009, pp. 78-79).

Military diplomacy can be broadly defined as a set of non-combat activities carried out by a country's armed forces to advance its national diplomatic interests. Military diplomatic activities often take the form of joint military exercises, high-level military dialogues, and naval port calls. (Center for Strategic and International Studies China Power Project, [2020]. Military Diplomacy Section). US military members are often at the forefront of United States interaction with countries in every region of the world.

Military diplomacy has long been one of the essential constituents of international diplomacy and an effective methodology, to foster bilateral and

regional relationships. Military training cooperation is an essential component of military diplomacy and helps to build close ties with other nations. Such cooperation also helps to strengthen strategic security relationships and address common security concerns (Sachar, 2003, p. 404).

At the end of 2012, the Department of Defense had over 352,000 active-duty troops deployed in foreign countries, of which at least 177,000 were deployed in support overseas contingencies operations in countries like Afghanistan or Iraq. But that number just scratches the surface—the number multiplies considerably when factoring the total number of troops rotating in and out of various theaters of operation (American Security Project [ASP], & Wallen, 2015).

Department of Defense interactions with foreign security establishments is the way the United States Department of Defense addresses US interests, national and foreign policy objectives working with foreign security establishments.

One is unable to change another culture, and the purpose of cross-cultural adaptation is not to avoid the people in the host culture, but to increase interaction with the local people. This information may help diminish negative stereotypes and give some confidence. The disposition to judge others in terms of one's own cultural expectations (ethnocentrism) is diminished if we have some predeparture, culture-specific knowledge (Shioshvili, 2012, p. 5).

One of many reasons for studying cross-cultural communication is to let us rise above our naive provincialism and achieve a more worldly and sophisticated cosmopolitanism; to gain tolerance and charity for all peoples and to widen our horizon (p. 5).

Security Cooperation

Joint Publication 3-20 is the prescribed doctrine for planning, executing and assessing activities involving Security Cooperation (SC).

JP 3-20 defines **security cooperation (SC)** as:

“All Department of Defense interactions with foreign security establishments to build security relationships that promote specific United States security interests, develop allied and partner nation military and security capabilities for self-defense and multinational operations, and provide United States forces with peacetime and contingency access to allied and partner nations” (p. GL – 5).

But there are cultural aspects to the security approach which are manifested via alliances. As Honorable Leon E. Panetta, former US Secretary of Defense stated in an interview:

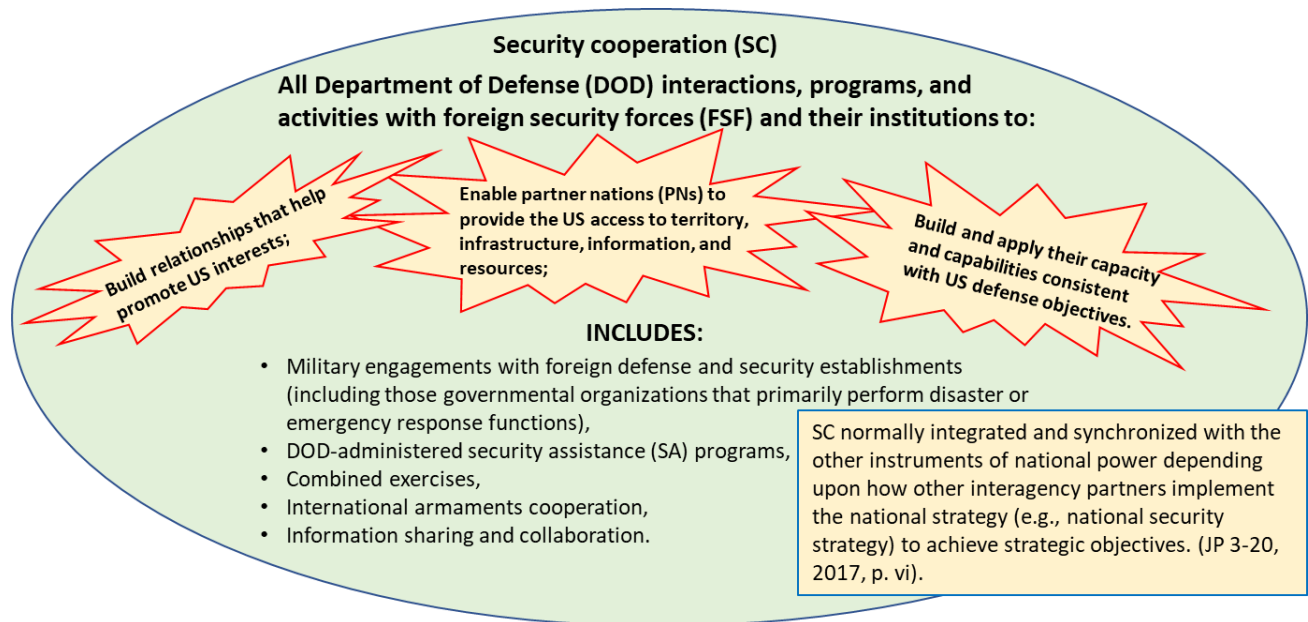
“I mean, what makes us strong as a country are our values, who we are. And all of that is part of our strength in going to our allies and building the alliances we need in order to deal with those flashpoints that I talked about. The ability to create those alliances is not easy. It requires U.S. leadership. And who provides that U.S. leadership in helping to build those alliances? The State Department, our diplomats, along with our military commanders, working together. That is what can provide for the security of the United

States in the future” (CSIS, 2019, Analysis Section).

“SC provides ways and means to help achieve national security and foreign policy objectives. ... It includes, but is not limited to, military engagements with foreign defense and security establishments (including those governmental organizations that primarily perform disaster or emergency response functions), Department of Defense (DOD) - administered security assistance (SA) programs, combined exercises, international armaments cooperation, and information sharing and collaboration” (JP 3-20, 2017, p. v).

In a nut-shell, we are engaged in these activities around the world, working within and positively contributing to, and influencing a partner’s culture in order to implement US strategies and theater national objectives to shape the operational environment through what strategic planners refer to as ‘conditions focused’ Lines of Effort (LOE). “LOEs link multiple tasks and missions using the logic of purpose—cause and effect—to focus efforts toward establishing operational and strategic conditions” (JP 5-0, 2017, p. xxiii).

Efforts are designed to promote US interests which include intelligence and information sharing; access to, through and over a country; use of the country’s infrastructure and perhaps even resources; and additionally, to build capability and capacity of the partner country.



Security assistance, as the military instrument of national power, works in concert with other instruments of national power (Diplomatic, Information, and Economic) to reduce tensions and mitigate conflict enablers. Accordingly, Security Cooperation, enhances stability while dissuading regional aggressors to act and is, therefore, a force multiplier. Security Cooperation encourages behavior which support US Campaign plans; westernizes and modernizes foreign militaries by design and request; and has the serendipitous effect of westernizing cultures by default.

The Department of Defense dictionary defines combatant command as:

“A unified (assigned components of two or more Military Departments) or specified command (normally composed of forces from a single Military Department) with a broad continuing mission under a single commander established and so designated by the President, through the Secretary of Defense

and with the advice and assistance of the Chairman of the Joint Chiefs of Staff. (p. 38).

The Department of Defense dictionary defines area of responsibility as:

The geographical area associated with a combatant command within which a geographic combatant commander has authority to plan and conduct operations is referred to as the Area of Responsibility.” (p. 19).

Geographic Combatant Commands operate in clearly outlined and defined areas of responsibility and have a regional military focus.

Security Cooperation, therefore, is a primary shaping tool for Combatant Commanders to address end states in their individual Theater Campaign Plans, (TCP); humanitarian assistance and disaster relief.

Below are activities and programs through which Geographic Combatant Commanders shape their areas of responsibilities.

Security Cooperation Activities and Program

(JP 3-20, 2017, p. viii).

Military to Military Contacts: With regional military partners.



Photograph: Spc Ashley M Armstrong/US Army Photo

Personnel Exchanges: Military and Defense personnel



Photograph: Georgia Today

Combined Training Exercises:



Photograph: Spc Tiffany Dusterhoft/US Army Photo

Train and Equip: Foreign Military Financing; Foreign Military Sales; and Peacekeeping Operations.



Photograph: Newsweek

Defense Institution Building (DIB), Enhancing the capability and capacity of partner nation's defense institutions at the ministerial/department, military staff, and service headquarters levels including advising Ministries of Defense on all aspects of military management in manning, equipping, training, organizing, modernizing, structuring, policy, and finance.



Photograph: Georgia Ministry of Defense

Operational Support: Coalition Funding focused.



Photograph: Georgia Today

Education: International Military Education and Training (IMET); Combatting Terrorism, Regional Centers for Security Studies; Western Hemisphere Institute for Security Cooperation.



Photograph: Georgetown Security Studies Review

International Armaments Cooperation: Acquisition and Cross-Servicing Agreements; Engineer and Scientist Exchange Program; Information Exchange Program; Test and Evaluation Program



Photograph: CNN.com

Humanitarian Assistance and Disaster Relief:



Photograph: Stars and Stripes

As one can see, there are a wide variety of programs under the category of Security Defense Cooperation. Accordingly, the Secretary of Defense tagged a single agency, Defense Security Cooperation Agency (DSCA), to oversee the entire enterprise.

“DSCA was established in 1971 and is under the authority, direction, and control of the Under Secretary of Defense (Policy). DSCA provides traditional security assistance functions such as military assistance, international military education and training, and foreign military sales. DSCA also has program management responsibilities for humanitarian assistance, demining, and other DOD programs” (DSCA, 2020).

By default, through its programs of capacity and capability building, confidence building measures and even shows of force, security cooperation often plays a role in conflict mitigation. The serendipitous effect is that of strengthening states on the brink of failure and regional stabilization.

Failed states often lead to some combination of regional tensions, conflict and war. Inherent in all of this is the unavoidable default impact on culture as regional tensions, conflict and war influence, and are influenced by, the ideas, customs, and social behavior of a particular people or society.

Failure of the United States to be involved in aspects of security cooperation can tempt a rogue nation to initiate a war thinking the United States will not become involved. This, by default, is a threat to world stability.

Doctrine

In accordance with Department of State Foreign Policy, the Department of Defense leads on certain defense connected issues.

A theatre strategy is a broad statement of the GCC's vision for the Area of Responsibility (AOR) (JP 3-20, p. I10). It consists of a description of key factors of the operational environment. It includes:

- description of the desired objectives and strategic end state (**ends**),
- strategic approach that may include some sequence of activities and lines of effort (LOEs), which are conditions focused, to apply military power in concert with the other instruments of national power to attain the desired ends (**ways**),
- description of the resources needed to accomplish the strategic approach (**means**), and
- a description of the risks in implementing the chosen strategic approach (**risk**) (JP 3-20, p. I10).

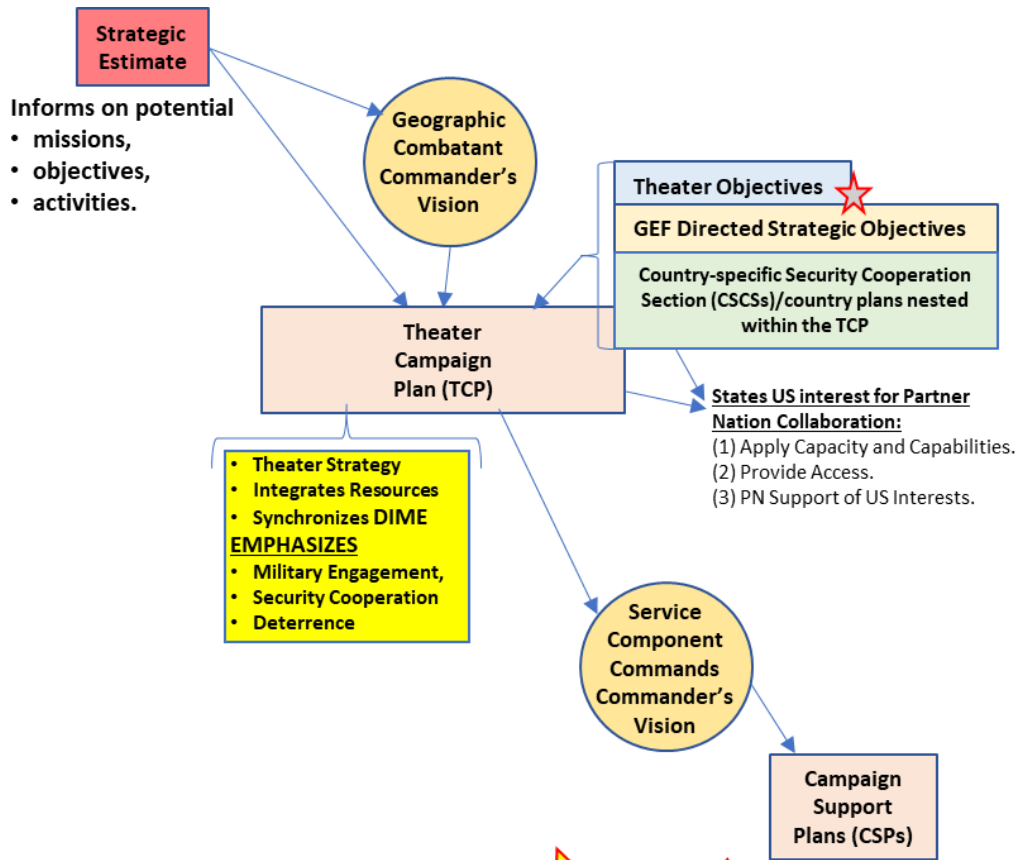
Interactions noted above are synchronized and integrated by the Geographic Combatant Commander's Theater Campaign Plan (TCP). The TCP is in fact, the theater strategy which requires a concerted synchronized and integrated effort toward the application of resources and the United States instruments of national power: Diplomatic, Information, Military and Economic (DIME).

"If you're not – if you're not going to give money to the State Department, then you're going to have to buy more ammunition for me at the Pentagon." – General James Mattis 26th US Secretary of Defense (CSIS, 2019).

The U.S. military has been a key player in, for instance, the spread of democracy, building partner countries' strength through military-to-military relationships (including in the form of bi- and trilateral exercises to support standing Operation Plans, NATO, the United Nations, and Theater Security Cooperation), personnel exchange, and humanitarian assistance operations (Ebitz, 2019).

The importance of military diplomacy in foreign engagement is to build dialogue that may facilitate further communication and, during a crisis, avoid confusion between cultures (Ebitz, 2019).

Additionally, military diplomacy improves the global image of both the US and partner or adversary nation; builds trust and confidence between countries; and helps to avoid the intimidating and thus provocative image of an adversary being 10 feet tall, feeding the perhaps misplaced inclination to strike first. Military involvement can become the foundation on which to build upon DIME parameters in engagement thereby reducing tensions and potential for incidents and accordingly, the risk of war. The military approaches its involvement locally through a theatre strategy.

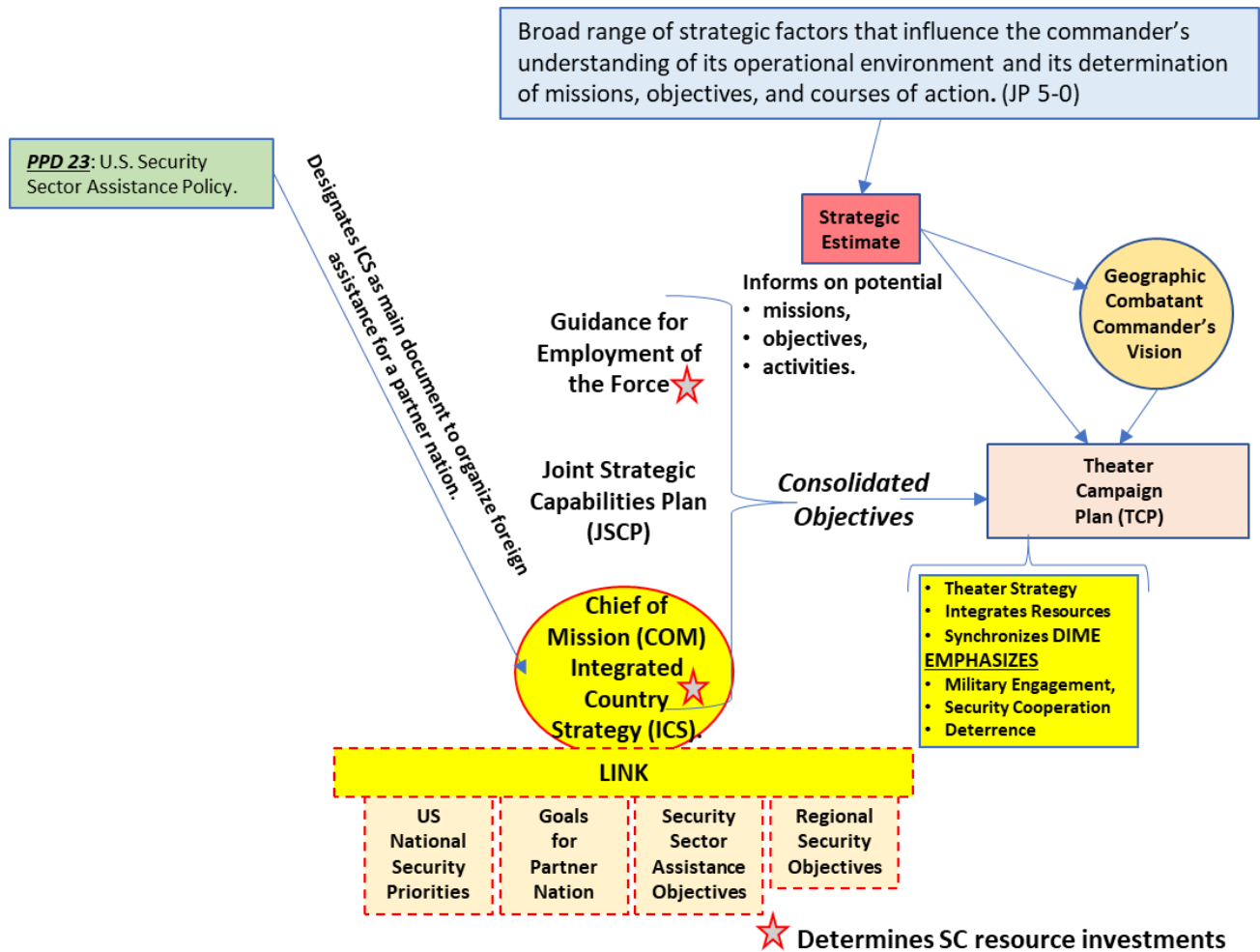


Implementation. US seeks operational access, support for our interests while working with nations on tasks simultaneously building partner nation capability to execute tasks.

The TCP focuses on consolidated objectives from certain US Government documents providing strategic direction.

The TCP emphasizes military engagements; security cooperation and deterrence while focused on

theater objectives; Guidance for Employment of the Force (GEF) strategic objectives and the Chief of Mission Country Specific Security Cooperation Section (CSCS) country plan articulating the Integrated Country Strategy (ICS), nested within the TCP.



The GEF is a Secretary of Defense document which cross-walks strategic priorities into policy and objectives required for the GCC to create his TCP. It provides DOD's planning and resourcing guidance.

According to the Campaign Planning Handbook, the Joint Strategic Capabilities Plan (JSCP) is a CJCS publication which serves to enhance the GEF and provide planning guidance and direction. It operationalizes the National Military Strategy (NMS) strategic vision and fine-tunes campaign planning directives to the Combatant Commander. At the same time, provides guidance on the global defense posture and security cooperation programs

and activities (Haseman, 2020, p. 15 para 1 & p. 16 para 5).

The CSCS's country plan states US interest for partner nation collaboration with regards to implementation as the US seeks operational access, support for our interests while working with nations on tasks simultaneously building partner nation capability to execute tasks (JP 3-20, 2017, p. I-9).

Presidential Policy Directive 23 (PPD) Designates ICS as main document to organize foreign assistance for a partner nation (JP 3-20, 2017, p. vi).

The ICS links US National Security priorities, goals for partner nations, security sector assistance objectives and regional security objectives.

“The ICS is a three-year strategy developed by a DOS country team for a particular country. It articulates a common set of USG priorities and goals by setting the mission goals and objectives through a coordinated and collaborative planning effort. It provides the basis for the development of the annual mission resource requests. The chief of mission leads the development process and has final approval authority” (JP 5-0, 2017. p. II-3).

The TCPs implement the GCC’s vision as informed by the Strategic Estimate which consults on potential missions, objectives and activities regarding a

“...broad range of strategic factors that influence the commander’s understanding of its operational environment and its determination of missions, objectives, and courses of action via analyzing and describing the political, military, economic, social, information, and infrastructure (PMESII) factors and trends, and the threats and

opportunities that facilitate or hinder achievement of the objectives over the timeframe of the strategy.” (JP 5-0, 2017. p. GL-14)

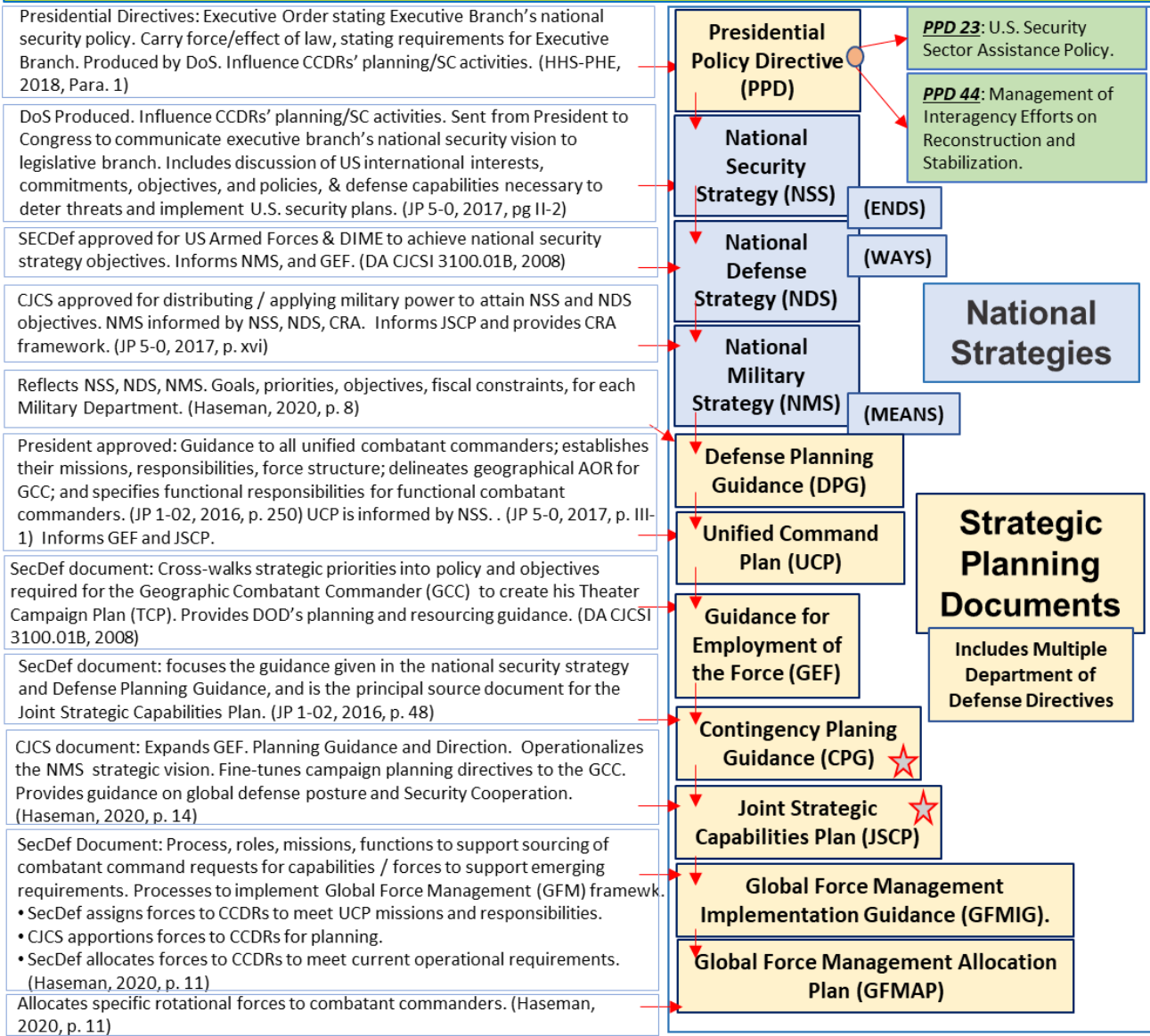
Strategic Direction is the processes and products by which the President, Secretary of Defense, and Chairman of the Joint Chiefs of Staff provide strategic guidance to the Joint Staff (JP 1-02, 2017. p. 226)

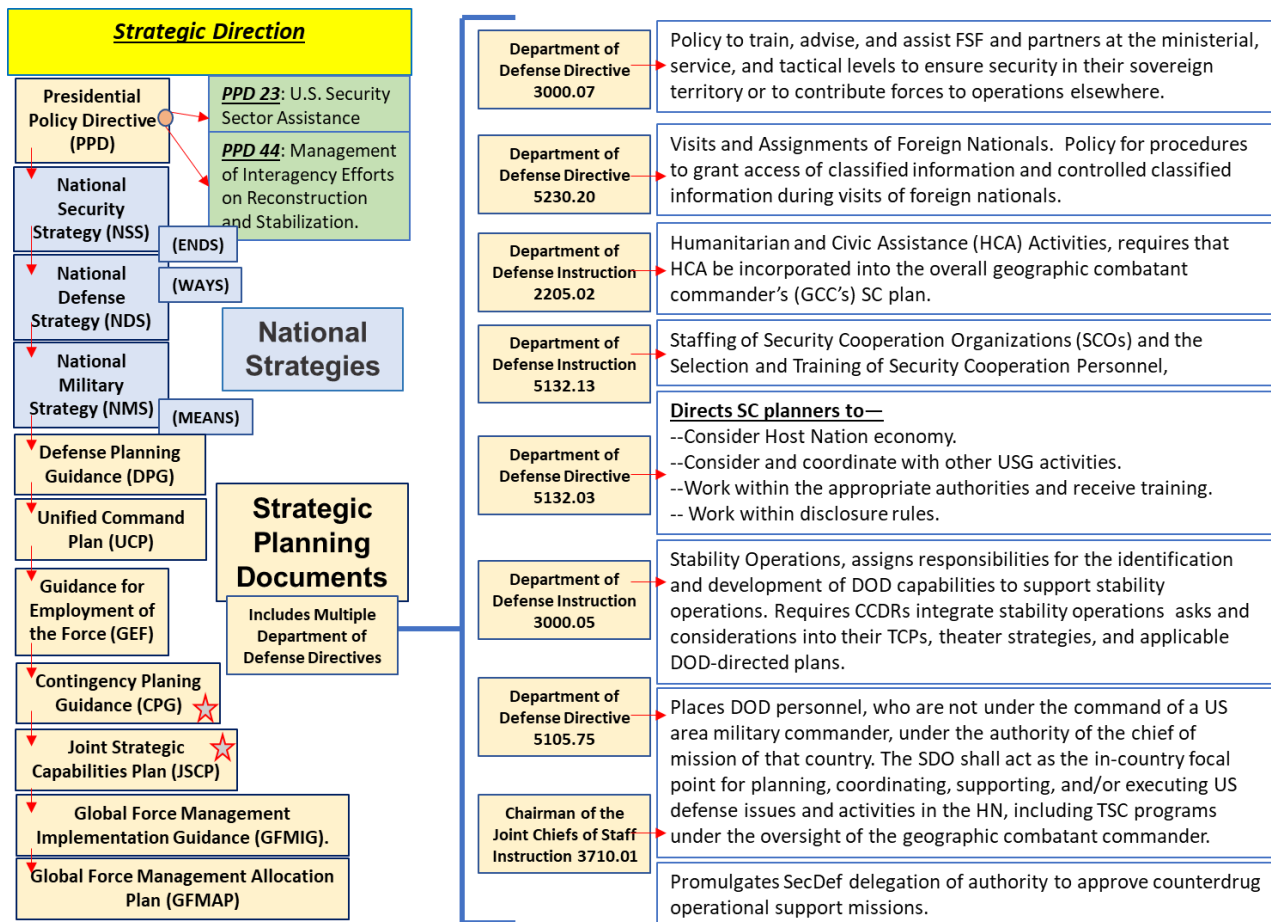
JP 1-02 defines the Joint Staff as the staff of a commander of a unified or specified command, subordinate unified command, joint task force, or subordinate functional component --when a functional component command will employ forces from more than one Military Department--, that includes members from the several Services comprising the force), combatant commands, Services, and combat support agencies (p. 132)

There are several documents which provide strategic direction and in one way or another, affect Security Cooperation in every region of the world. Some fall into the category of National Strategies and others into the category of Strategic Planning Documents.

Strategic Direction ★ Determines SC resource investments

Processes and products by which the President, Secretary of Defense, and Chairman of the Joint Chiefs of Staff provide strategic guidance to the Joint Staff, combatant commands, Services, and combat support agencies. (JP 5-0)





The doctrine addressed thus far, aside from JP 3-20 Security Cooperation, provide strategic direction and are considered strategic planning documents. Other doctrine also provides strategic direction but are national strategies in lieu of strategic planning documents. These are:

1. National Security Strategy (NSS - Ends): Presidential document through which the president provides strategic guidance. The report is obligated to include a discussion of the United States' international interests, commitments, objectives, and policies, along with defense capabilities necessary to deter threats and implement U.S. security plans. (Historical Office, OSD, Historical Sources Section)

2. National Defense Strategy (NDS - Ways): Secretary of Defense document which focuses on DoD's role in implementing the President's NSS. outlines how the Department of Defense will contribute to achieving NSS objectives in order to maintain security and prosperity worldwide. It is required to discuss the global strategic environment, force posture, and the role of the U.S. in global security. (DA CJCSI 3100.01B, 2008)

3. National Military Strategy (NMS – Means): Chairman of the Joint Chiefs of Staff document which, "...serves as a strategic framework for how the armed forces will execute the overall policy goals laid out in the most recent National Security Strategy and

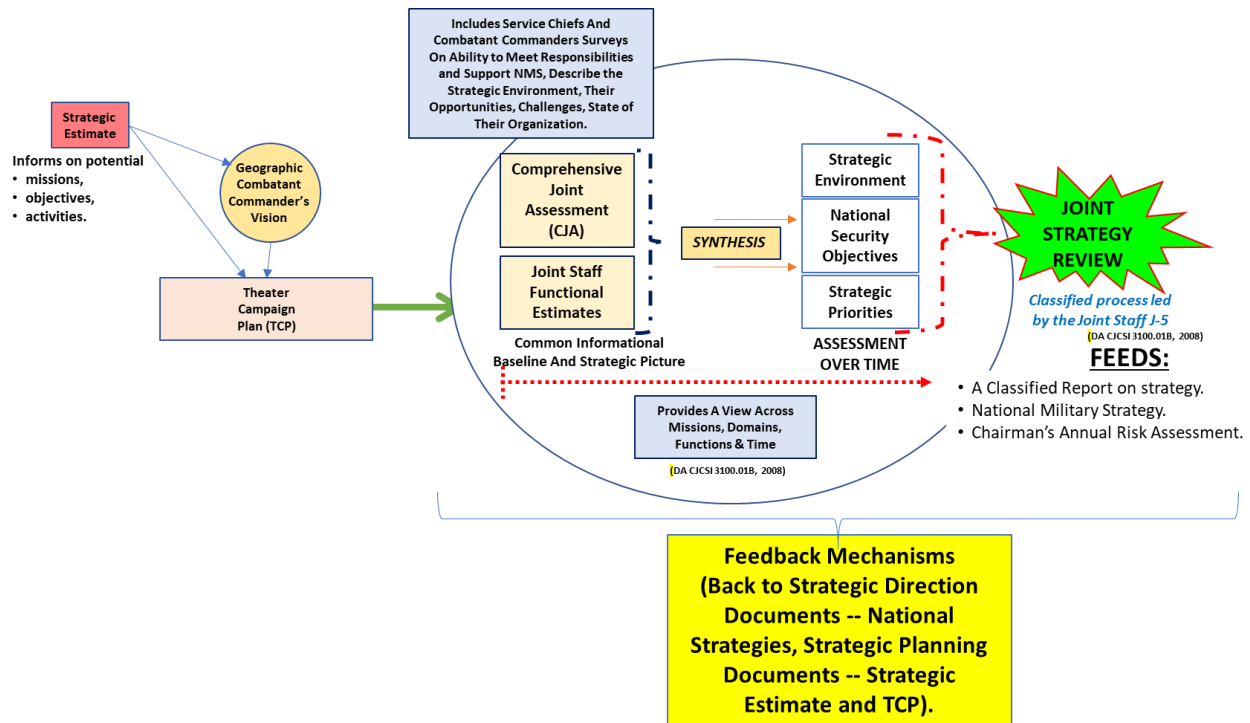
National Defense Strategy.” (Historical Office, OSD, Historical Sources Section)

So, it all starts here; with the National Security Council’s input to the President advising the President regarding the President’s NSS as the, “NSC is the President’s principal forum for considering national security and foreign policy matters with senior national security advisors and cabinet officials.” (JP 5-0, 2017, p. II-1).

But the National Security Council does not act blindly. It is informed by the National Intelligence

Estimate (NIE) and feedback mechanism of the Joint Strategic Review.

The NIE, prepared by or at the direction of the National Intelligence Council, is defined by DOD as a "strategic estimate of the capabilities, vulnerabilities, and probable courses of action of foreign nations produced at the national level as a composite of the views of the intelligence community.” (SourceWatch, NIE Section, para 1).



So, we reviewed Security Cooperation from end state to genesis. But how do we know the impact of Security Cooperation overall and specifically on culture?

Security Cooperation is, in fact, a form of cultural diplomacy which incorporates all instruments of DIME. Programs are in part, designed to support NSS objectives but to also build trust and understanding between armies.

There are examples where DIME synchronization and integration are critical.

In particular, cases such as Pakistan and Nigeria, huge countries with strategic importance, make clear that a military response to many internal conflicts will be severely limited. As such, increased emphasis on civilian capacity within the U.S. government and civil-military relations in general, will greatly improve the United

States' ability to respond to such crises in the future (Barton & Unger, 2009).

The purpose of cultural diplomacy is for the people of a foreign nation to develop an understanding of the nation's ideals and institutions in an effort to build broad support for economic and political goals (Maack, 2001). In essence "cultural diplomacy reveals the soul of a nation", which in turn creates influence. Though often overlooked, cultural diplomacy can and does play an important role in achieving national security efforts (U.S. DoS, 2005).

One way is to crosswalk culture exchanges with this process.

Some things just can't be taught in a classroom, to some extent culture is one of them. The best way to learn about a country's culture is to experience it in the native language. Cultural exchanges also give young people an important insight into other perspectives, broadening their horizons and encouraging them to develop their opinions and ideas. Through navigating the social customs of another country, young people become more flexible and adaptable to unknown situations in general. They also learn to appreciate other cultures and ideas, and become more open to compromise. ... people often build lifelong friendships during cultural exchanges. (Whiteley, 2017).

The US Army reserves command captures the concept of cultural diplomacy via the Military Reserve Foreign Exchange Program (MREP); a, "coordinated international exchange program with NATO militaries to help develop cultural understanding, regional expertise and language proficiency and interoperability" (USAR, nd, <https://www.usar.army.mil/ExchangeProgram/>)

Foreign military members as well as US soldiers involved gain valuable training while gaining a better understanding of each other while enhancing interoperability and means to work and function better together should the need arise in actual regional conflict. Strengthening these relationships between countries and soldiers is a force multiplier.

For example, Female Engagement Teams are fully engaged in Afghanistan, also, the United States Army Corps of Engineers conducted exchanges with the Chinese military focused on how the two armies can work together on humanitarian assistance and disaster relief (OCPA, 2011). Another example is the highly successful ongoing effort to locate the remains of U.S. military personnel who fought on Chinese soil during World War II (NBR, 2018).

Reciprocal exchanges between Chinese and US Army bands is another example.

In a January 2015 speech at the All-Military Diplomatic Work Conference, President Xi Jinping stressed that military diplomacy is a critical element of how China engages with other countries (CSIS, 2020).

Ongoing military exchanges such as these with the PLA promote understanding, cooperation and trust between the United States and other governments. Military-to-military exchanges build trust, improve understanding and communication, and pave the way toward greater cooperation (OCPA, 2011).

Military commanders must fully understand the nature of the culture in which they work, so they can utilize its strengths and minimize its ill effects (OCPA, 2011).

There is also scope for ensuring that military personnel have a greater local knowledge of customs and cultures to help avoid offending noncombatants, which may lead to a reduction in the number of noncombatant deaths. This may reduce the negative perceptions of the Western militaries and help win hearts and minds as opposed to driving recruitment for insurgents (Greene et al., 2010).

Knowledge of local culture can be used to achieve mission success. A good understanding of the Iraqi tribal network was utilized by U.S. forces to find Saddam Hussein and eventually led to his capture. 30 British forces, who operated in southern Iraq, were reported to have had a good understanding of local culture. 30,32 Using pre-existing local systems and customs gave several British-led decisions legitimacy from the local population, notwithstanding the subsequent difficulties encountered by British forces in southern Iraq (Greene et al., 2010).

Measuring Success

When I talk about measuring success, I am not referring to the usual task, condition and standard. That would be another article in and of itself. I am more concerned here with issues such as these examples:

1. Does the Security Cooperation Activity addresses area of concern to the Partner Nation public? For example, a nuclear submarine visiting Japan causes great concern to the Japanese public. What actions do we take to mitigate those concerns? What public Affairs activities do we put in place? Do we have a visitor's day for members of the public and the Japanese media to visit? Do we have a small introductory video introducing perhaps some of the crew and the roles, functions of submarines? How is nuclear materials safety ensured? What role does this visiting submarine play in the defense, security and safety of the host partner nation? What was the reaction of the public to these efforts? Was the public concern sufficiently addressed, such that public concern waned?
2. Would be the damage heavy vehicles can cause to roads and countryside which cause concern to the public of the host partner nation. Do we have a plan in place for restitution or mitigating damage through road

Are America's exchange efforts actually instilling military professionalism and support for democratic values? Are they increasing America's ability to work with its allies? Is the target audience actually able to consume the information the military disseminates? And is that information actually influencing the actions of foreign audiences? How do we know this? Certainly, these can be difficult to track metrics for, as some elements may be intangible or occur over generations, but these factors must be considered when engaging in public diplomacy (American Security Project [ASP], & Wallen, 2015).

selection and truck transport of tanks and other vehicles by truck?

3. Are the several branch or sequel activities born from this particular exercise?
4. Did this particular activity result in enhanced or sustained access to the country or region.
5. Did the exercise result in concrete cultural change such as the acceptance of female engagement teams where they were previously never accepted?
6. The exercise addressed matrix developed by planners?
7. Partner nations engage in unit deployments to conflicts such as Afghanistan and Iraq.
8. We see partner nation doctrine morph into NATO compatible doctrine.
9. We see partner nations accept and implement the concept of mission command.
10. We see Professional Military Education evolve into NATO compatible curriculum and acceptance of the ADDIE curriculum development process or something similarly as effective.

Domestic and International issues increasingly mix together. It is difficult to separate the local from the global in today's shrinking world. The community requires that we become more than simply "global citizens"- who are informed and involved in

international affairs. We also need to become more adapt at interacting with those who are different. Cross-cultural communication barriers must be overcome in the world of the 21st century (Shioshvili, 2011, p. 5).

Ethnic groups in modern stage are constantly recreating themselves, and ethnicity is perpetually being reinvented in response to changing realities both within the group and the host society (Shioshvili, 2011, p. 8).

The purpose of Security Cooperation is not to 'change' a culture of a partner nation.

To reiterate, in 2012, Professor Shioshvili writes that, "One is unable to change another culture, and the purpose of cross-cultural adaptation is not to avoid the people in the host culture, but to increase interaction with the local people (Shioshvili, p. 1).

This information may help diminish negative stereotypes and give some confidence. The disposition to judge others in terms of one's own cultural expectations (ethnocentrism) is diminished if we have some predeparture, culture-specific knowledge (Shioshvili, p. 1).

Most former Soviet Union members and Soviet Satellite countries are indeed trying to distance themselves from today's Russian influence, and or occupation and dominance. They take pride in their different cultural traditions and national origins. There is a strong desire to be free and it was only recently they suffered through the subjugation, oppression and occupation of the former Soviet empire.

America's Security Cooperation program impacts culture in that increased interaction causes us to learn about each other and indeed discover new ways of perceiving reality and solving problems.

Through Security Cooperation interaction,

ethnic groups in modern day settings, cultures are constantly recreating themselves, and ethnicity is continuously being reinvented in response to changing realities both within the group and the host society. Ethnic group boundaries, for example, must be repeatedly renegotiated, while expressive symbols of ethnicity (ethnic traditions) must be repeatedly reinterpreted (Shioshvili, 2015, p. 22) as a byproduct of Security Cooperation activities.

The invention of ethnicity allows for the revitalization of ethnic consciousness following periods of apparent dormancy (temporal inactivity) to be kick-started by Security Cooperation activities. The precondition is a crisis which challenges the core values of either mainstream or side-stream ethnocultures, mobilizing the latent ethnic constituency. Such a crisis often calls for a renegotiation of the group's ethnicity with respect to its own self-concept and its relations to other groups in the society. (p. 29).

Conclusion

I think it is safe to conclude that through this comprehensive process of Security Cooperation, the US, as well as her partner nations are impacting culture (in both directions) in a positive vein while simultaneously accomplishing national security and foreign policy objectives.

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