

GEORGE C. MARSHALL EUROPEAN  
CENTER FOR SECURITY STUDIES

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# Strategic Concept

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A GERMAN - AMERICAN PARTNERSHIP



“Collectively, we strive daily to contribute to a safer and more secure future.”



#### NOTE FROM THE DIRECTOR

Since our inception in 1993, we, the George C. Marshall European Center for Security Studies (GCMC) have committed ourselves to the legacy, goals, and ideals of our namesake as a German-American partnership – one that promotes dialogue, understanding and solutions to regional, transnational and global security challenges. While national policies and priorities change in our rapidly evolving and fluid security environment, so too does our organization. The GCMC strategy describes how our organization is adapting to change. Our GCMC strategy begins with our key mission components of Educate, Engage, and Empower. Strategic alignment hinges on policy priorities and resulting focus areas demand greater emphasis on advancing strategic partnerships and networks, and advancing collaborative security and resilience. Each of these focus areas are deliberately broad in nature to encompass the wide range of current and future security threats.

As the GCMC continues to achieve focus area goals that result in real-world impacts, we progress toward our vision of becoming a unique German-American partnership and trusted network promoting common values and advancing collaborative geostrategic solutions. Bonding the GCMC team with our allies, partners and stakeholders are shared German-American values. Our common values include promoting democracy, good governance, freedom and the rule of law and the protection of human rights. These values are foundational to preserving peace and security, preventing conflict and upholding the rules-based international order. Collectively, we strive daily to contribute to a more safe and secure future.

*Barre R. Seguin*  
*Major General (Retired)*  
*Director*



EDUCATE · ENGAGE · EMPOWER



#### PURPOSE

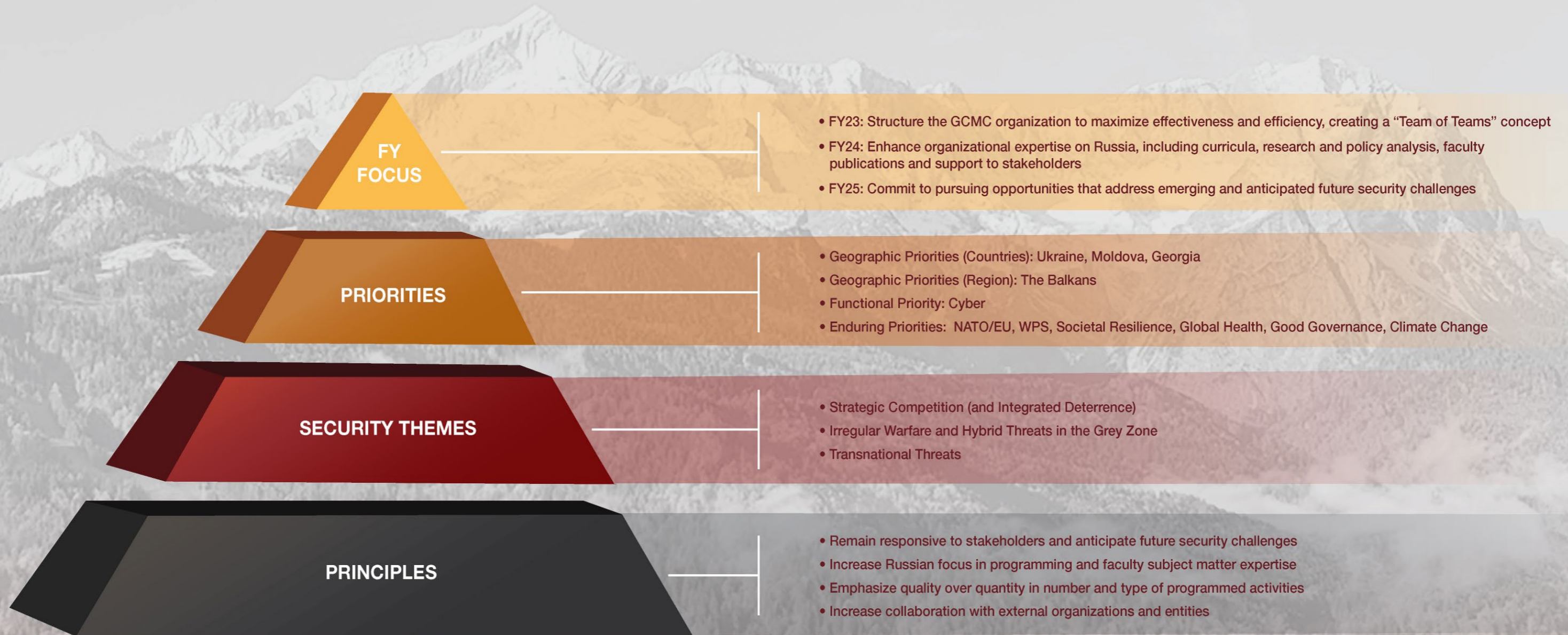
The George C. Marshall Center strategy provides the strategic direction necessary to create a shared understanding and culture across the team under a united mission and vision that are upheld by guiding principles. It is designed to help chart a path for the future that is innovative and adaptive. This strategy assists GCMC to serve as a vital instrument of the German-American partnership. Our bilateral relationship is a unique factor that brings together a team with diverse and valued perspectives. It is these perspectives that enable GCMC to apply creativity and innovative thinking as we address persistent and emerging security threats, challenges and opportunities. The intent, concepts, and direction guiding this strategy support United States Government policy, German Federal Ministry of Defence objectives and other stakeholder guidance to benefit shared national interests.



## STRATEGIC CONTEXT

Global trends and nefarious actors remain a threat to our collective security. One need not look further than the Russian invasion of Ukraine in February 2022, to witness the complexity and severity of contemporary security challenges on the European continent. Additionally, migrant flows, aging populations, uneven economic growth, climate change and political tensions at all levels contribute to security instability which is accelerated by the current information and social media environment.

Adversaries seek to exploit this instability. Allies and partners are actively engaged to address evolving threats and security challenges. Bilateral and multilateral relationships are critical to advance shared interests, address threats, and serve as a bulwark. Collaboration is more important than ever as emerging security challenges compel more integrated and coordinated efforts.



## OUR SOLUTION

GCMC will continue to build partner capacity, maintain access and build a globally connected network, but these mission sets will be achieved through revised ways and means.

GCMC will remain nested with DoD, FMoD, and national priorities, but will refine the focus areas, priorities and method of how we advance our programmatic activities.

**THE STRATEGIC APPROACH**

The GCMC strategic approach aims to create a more stable security environment by strengthening democratic institutions and empowering practitioners;

promoting active, whole-of-government approaches to address geostrategic challenges; and enhancing enduring partnerships worldwide.



**MISSION**

Educate, Engage, Empower... security partners to collectively affect regional, transnational and global challenges.

**VISION**

A unique German-American partnership and trusted global network promoting common values and advancing collaborative geostrategic solutions.

**FOCUS AREAS**

The following three focus areas represent defined concepts addressed through programs and activities. Collectively, they support broader U.S. and German stakeholder priorities. When coordinated and integrated from planning through execution, the result benefits participants and provides desired GCMC outcomes:

**REINFORCE COLLABORATIVE SECURITY AND RESILIENCE (EDUCATE):**

Enhance our Allies and partners' ability to address security challenges through focused programs that mitigate malign influence and reduce vulnerabilities to transnational threats through whole-of-governments approaches.

**ADVANCE STRATEGIC PARTNERSHIPS & NETWORKS (ENGAGE):**

Develop and sustain relationships and communities of interest among security practitioners through a collaborative network addressing current and emerging security challenges.

**STRENGTHEN TEAM GCMC (EMPOWER):**

It is through a professional and trusted workforce that GCMC will achieve success. Foundational to a strong team is respect, leveraging diverse backgrounds and unique experiences, and unity of effort. Strive to be needed beyond relevance and selflessly serve.

## STRATEGIC IMPLEMENTATION (WAYS)

GCMC will provide top-tier resident and outreach programming, while building a network of national security professionals committed to peace and stability.

The College of International and Security Studies, Partner Language Training Center Europe, the Partnership for Peace Consortium Secretariat, and the Eurasian Foreign Area Officer Training deliver programs designed to achieve both regional objectives with a European/Eurasian focus and transnational/functional objectives with a global perspective. Activities aim to strengthen, develop and promote allies' and partners' ability to work collectively to address security challenges ranging from Europe's flanks to transnational challenges by both internal and external actors. Research and subject matter expertise support to external organizations complement program activities. Alumni are our Center's greatest outcome.

To be successful, GCMC must support allies' efforts to adapt, modernize, and develop methods to combat internal and external threats posed to our democracies. To the greatest extent possible, GCMC will encourage and enable interoperability, better align efforts, and continue to advocate collective action. Enabling the resilience, capability and capacity of partners and allies to address internal and external malign influence is paramount.



## STRATEGIC IMPLEMENTATION (MEANS)

The means to accomplish our mission are reflected through our faculty and staff, available funding and authorities, our partners, our trusted global alumni network, infrastructure and availability.

Operations are funded through U.S. Operations and Maintenance Defense Wide, Regional Defense Irregular Warfare Fellowship Program, International Security Cooperation Program and Institutional Capacity Building funds. In accordance with the German-American MoA, the German FMO contribution is 25% of actual incurred operational expenses and up to 25% of program expenditures.

The majority of GCMC legal authorities are within United States Code Title 10 sections 332 (Friendly Foreign Countries; International and Regional Organizations; Defense Institution Capacity Building), 342 (Regional Center for Security Studies), and 345 (Regional Defense Fellowship Program). Balancing programs and activities is critical to determining the true scope of activities that GCMC can undertake.



## STRATEGIC IMPLEMENTATION (RISK)

The greatest risk to GCMC strategy lies in our ability to remain flexible, adaptable and capable of responding to emerging stakeholder requirements in our ever-changing operational environment. More specifically, we will consciously manage programs and resources, leverage faculty expertise, synchronize across directorates to alleviate unnecessary staff burden, and remain grounded in fiscal reality to maintain agility and freedom to respond.

In-resident activities produce our greatest long-term outcome – the alumni network. Outreach and tailored activities produce focused and more immediate impact when strategically coordinated.

Our risk mitigation measures include prioritizing activities, retaining capacity to respond to emerging and future security threats, listening to allies and partners, continuously engaging stakeholders, and appropriately managing resources.



THE FUTURE IS A FLUID AND DYNAMIC ENVIRONMENT WHICH PRESENTS AS MANY CHALLENGES AS THERE ARE OPPORTUNITIES.

GCMC WILL ASSIST OUR ALLIES AND PARTNERS TO ADDRESS REGIONAL AND TRANSNATIONAL CHALLENGES.

WE ARE WELL SITUATED TO ACCOMPLISH THIS TASK AS A GERMAN-AMERICAN PARTNERSHIP.

WHILE POLICY AND PRIORITIES CHANGE OVER TIME, GCMC REMAINS COMMITTED TO ADVANCING STRATEGIC PARTNERSHIPS AND REINFORCING COLLABORATIVE SECURITY AND RESILIENCE THROUGH A TEAM OF COMMITTED PROFESSIONALS.



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The George C. Marshall European Center for Security Studies is a binational United States Department of Defense and Federal Ministry of Defence security and defense studies institute.