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**Letter of Instruction (LOI) for Defense  
Restructuring (MASL P171402): 10-21  
November, 2003 in Monterey, CA**

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24 October, 2003

From: The Center for Civil-Military Relations (CCMR)

To: Security Assistance Officers (SAOs), US Embassies Jakarta, Bangkok, Canberra, Sofia, Dar es Salaam, Santo Domingo, Riga, San Salvador, Chisinau, N'djamena, and Buenos Aires

Subj: Letter of Instruction (LOI) for 'Defense Restructuring' (MASL P171402): 10-21 November, 2003 in Monterey, CA

Enclosures: (1) Schedule of Events  
(2) Course Matrix

1. The School for International Graduate Studies (SIGS) will conduct a course on Defense Restructuring from the 10<sup>th</sup> through the 21<sup>st</sup> of November, 2003 in Monterey California. The Center for Civil-Military Relations (CCMR) will act as host for this event. You have each identified military officers or civilian officials to attend this event. The information in this LOI is forwarded to you for planning and execution of travel, and the participation of your respective nominees. All times and dates referenced below are Pacific Standard Time.
2. Travel, Per Diem, and Lodging
  - a. Fund cite letters will be issued by NETSAFA to cover normal travel and per diem costs. SAOs are requested to provide cost estimates to the appropriate desk officer as soon as possible. SAOs are also requested to pay advance per diem to students for initial costs upon arrival in California. Students will be paid the balance of their allowances in Monterey, but we cannot get the money until the end of the course.
  - b. Students will be quartered in the BOQ at the Naval Postgraduate School at a rate of \$15 per night. Cost of the lodging includes only the room. Phone calls must be paid for upon departure. Living allowance will be \$25 per day, for a daily TLA of \$40.
  - c. Please forward student itineraries to CCMR NLT Monday, 3 November. Students should arrive on Saturday, 8 November or Sunday, the 9<sup>th</sup>. CCMR will meet each student at the Monterey airport and provide transportation to the school. Please ensure that students have return tickets prior to departing home station. They will be provided transportation back to the airport on Saturday, 22 April, or, if necessary, Sunday, the 23<sup>rd</sup>.
3. Meals. Students will take meals in the Naval Postgraduate School cafeteria, or at other locations on campus. On occasion, CCMR personnel will provide transportation to Monterey for additional variety. Monterey is an expensive place to eat, but CCMR will provide recommendations for value meals. There will be

at least two hosted meals during the course. All other meals will be paid from student living allowance.

4. Venue

- a. The course will be conducted each day in the CCMR classroom, a short walk from the BOQ and cafeteria. Students will be escorted the first day to ensure that they can find the facility.
- b. There will be coffee and snacks in the classroom at designated times.
- c. Attire for classes will be 'business casual' – dress slacks, a sports shirt, and no tie. Students are encouraged to bring a jacket and tie for the reception and class picture.
- d. CCMR will provide internet access to students for use before or after class, and during breaks.

5. Student Presentations. Each delegation of students will be asked to give a brief presentation on how its country views the challenges of defense restructuring. This is meant to be informal and is aimed at stimulating informed discussion about each country's unique approach to the issues. We will encourage all participants to contribute to the learning environment of the class. What they say will be non-attributable.

6. Other

- a. The weather in Monterey is cool and windy. A light jacket is recommended; short pants are not. There is a nice beach nearby, but the water is very cold. It is possible to receive rain during the month of November.
- b. CCMR will provide ample time for shopping and meals in the local area. There will be an area tour on the middle weekend, which will include a hosted lunch.
- c. The course material will be posted on the CCMR website before the class begins. During the course, students will be asked to register on this site if they have not already done so. It is our intent to communicate with all class members using the website after the course has concluded to continue discussing defense restructuring issues with graduates.
- d. A notebook with copies of all course materials will be provided to each student upon arrival. There will be ample space on each page for taking notes during class. If necessary, we can mail these books to the participants after they leave.

7. Coordinating Instructions. Further questions should be directed to one of the CCMR Points of Contact below:

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