



# William J. Perry Center for Hemispheric Defense Studies



**2014 Annual Report**



# THE PERRY CENTER IN BRIEF



## Our Mission

Established by Congress in 1997, the Center conducts educational activities for civilians and the military in the Western Hemisphere with the goal of enhancing partner capacity and fostering trust, mutual understanding, and regional cooperation.

## Who We Are

The Perry Center leadership and faculty represent an impressive cross-section of scholars and defense policymakers who have devoted their careers to the study and practice of security and defense issues in the Western Hemisphere.

## What We Do

Through educational courses, seminars, outreach, analysis, strategic dialogue, and research, the Perry Center advances its mission in support of U.S. defense policymakers and our partner institutions throughout the region.

Whether through our Hemispheric Forum event series, our resident and in-region courses, our multiple publication outlets, or our strategic regional interactions, Perry Center faculty and staff are always engaging with the prominent topics in Hemispheric security, including democratic governance, civil-military relations, terrorism, organized crime, and cyber-security, among others.

**The security of all the nations in our hemisphere is immensely improved because of [the Perry Center's] pursuit of excellence in defense education.**

**-Former U.S. Secretary of Defense  
William J. Perry**



# FY14 ANNUAL REPORT

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# Message from the Director

*Mark S. Wilkins*

The following report captures and illustrates the accomplishments of the Perry Center in 2014. The namesake of this institution, former Secretary of Defense William J. Perry, ushered in a new defense doctrine during his time in office in the mid-1990s by focusing on “prevention” rather than “deterrence”. By emphasizing that the best collective defense proactively addresses threats and challenges before they happen, he carved out the academic space for this and other Department of Defense Regional Centers to collaboratively build global security through effective and accountable security sector governance. Every day here at the Perry Center, we endeavor to carry that torch forward. By building platforms and breathing space where security sector practitioners from around the hemisphere can gather (in person or virtually) and debate and propose responses to our pressing issues, we help frame and shape responses to emerging challenges.

John F. Kennedy once said “Change is the law of life. And those who look only to the past or present are certain to miss the future.” For the past year, change has been the defining dynamic at the Perry Center. I arrived as the new Director in July 2014 with the challenging task of reducing the size of the organization due to across-the-board budget cuts within the Department of Defense, yet still maintaining and improving upon the essence of what has made the Perry Center so successful over the last decade and a half. We entered our new fiscal year on October 1st a leaner organization, but still well postured to accomplish the most important parts of our hemispheric mission.

We look to 2015 and beyond with a renewed sense of purpose. We aim to be an active participant in, and contributor to, hemispheric defense and security fora, adding value through our unique combination of senior-level education, strategic dialogue, and cutting-edge research. As our shared challenges become ever more complex and transnational in nature, no one country can confront these problems in isolation. The complex and highly adaptive criminal and terrorist networks we face as a region, especially as their illicit activities and business practices show signs of overlapping, require that we consider and adopt integrated responses that bring us together in common purpose.

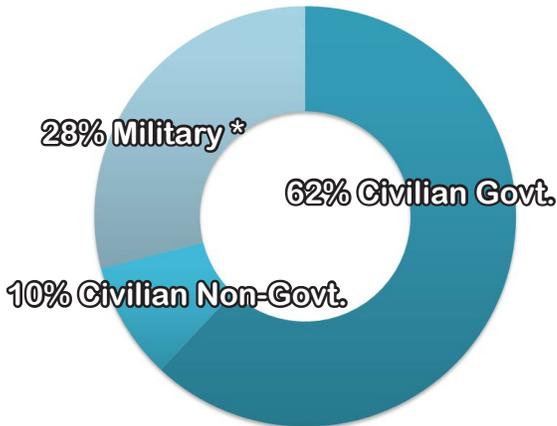
As part of our course offerings and strategic outreach in 2015, the Perry Center will renew our focus on building managerial capacity to effectively and efficiently manage defense and security institutions. Together with interested partners and institutions from around the region, we aim to critically examine the challenges and benefits of security sector reform and defense institution building in maturing democracies. We intend to research and synthesize international best practices with an eye towards providing practical recommendations, including an emphasis on providing “tool kits” that participants can take home with them and immediately put to use in everyday, tangible ways.

Finally, I thank everyone who continues to share observations, critiques, and comments. I take them all seriously and have repeatedly found that your feedback helps keep me grounded in reality and focused on the really important matters at hand. I look forward to working with all of you in 2015 and beyond for a better, more secure tomorrow in our shared hemisphere.

# FY14

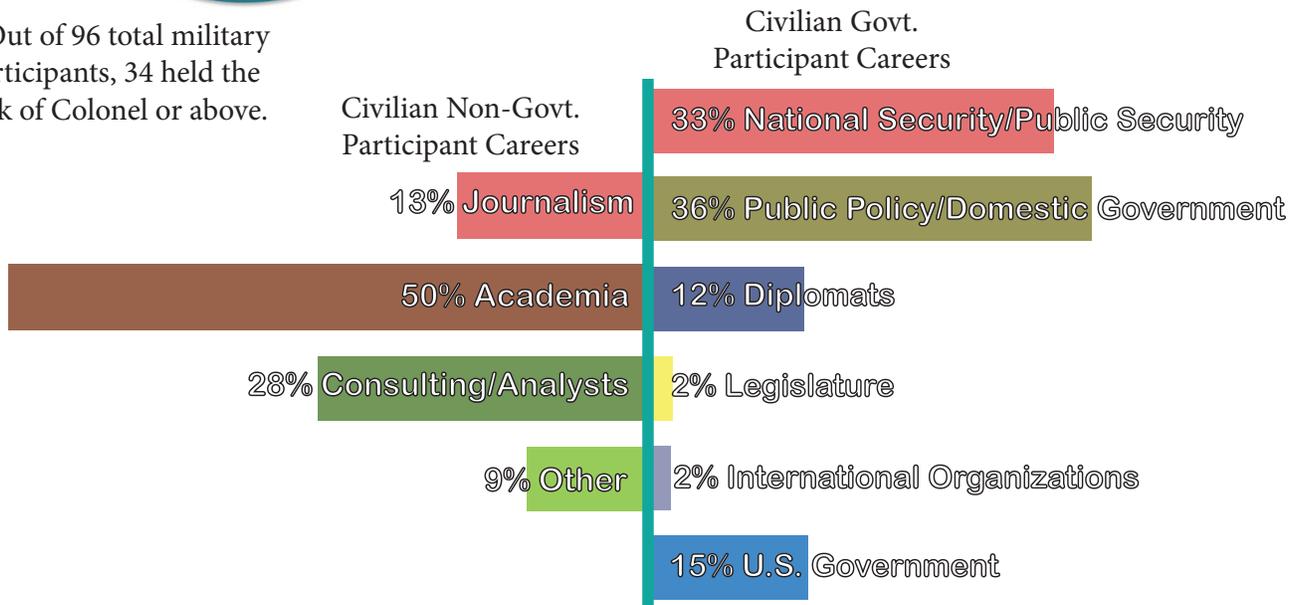
## By The Numbers

### Course Participants by Career Field



\*=Out of 96 total military participants, 34 held the rank of Colonel or above.

This year, the Perry Center continued its tradition of providing strategic education opportunities to a broad range of Western Hemisphere security and defense sector professionals. While maintaining a focus on building partnerships and capacity of civilian defense policymakers, the Center's course participant demographics show the variety of highly qualified students that attended programs in 2014. Roughly 25 percent of this year's course participants were women (compared to 19 percent in 2013), reflecting the increasing representation of women among leading policymakers throughout the region.



**Perry Center Website Statistics**  
**59,334 visits/241,761 page views from 146 countries**  
**Livestream and Video Library**  
**28 videos online**  
**4,874 unique viewers from 97 countries**

### Facebook Presence\*

English Page: 2,501 "likes", increase of 25% from 2013, avg. 45 new "likes" per month  
 Spanish Page: 1,805 "likes", increase of 38% from 2013, avg. 57 new "likes" per month  
 \*as of December 2015



# Resident Courses

The core of the Perry Center educational experience remains our resident courses, which take place in Washington, DC. Resident courses are split among four levels, of which the first three are: Foundational, an introduction to defense policymaking; Specialized, which are thematically focused on security and whole-of-government topics; and Advanced, which are graduate-level and take advantage of the subject-area expertise of our faculty and explore high-level policymaking and organization in depth. These three programs include a distance-learning phase, preparation that ensures students arrive at the Center fully ready to dive into their studies. The fourth program level—Strategic—include short-term, intensive educational events for senior executives to sharpen their specific and actionable policy-management skills and analyze lessons learned from speakers including former ministers and presidents. Many of these lessons can be immediately applied in the individual’s home nation.

All of the courses, while distinct in subject matter, follow a similar format of lectures, small group discussions, independent research, and practical group exercises. The students have opportunities to hear from guest speakers representing the highest levels in the U.S. government, academia, and private enterprise in the fields in which they are studying. Resident courses directly support the Perry Center mission to build partnerships and partner capacity by bringing together a diverse cross-section of the Western Hemisphere security and defense community to share perspectives, build professional and personal relationships, and gain working knowledge in specific areas of defense and security policy.

On a typical day during a Perry Center resident course, students participate in both plenary lectures and group discussions. For example, during the advanced course session in October 2013, students from all four advanced courses attended a guest lecture by Amb. William Brownfield, a career foreign service officer with extensive experience in the Western Hemisphere who currently serves as the Assistant Secretary of State for International Narcotics and Law Enforcement Affairs. In his lecture, he made clear the connections between the rule of law, technology in law enforcement, and the nature of transnational organized crime, providing key insights for students in each of the distinct subject matter areas. Following the lecture, he participated in a candid and broad-ranging discussion with the students about the unique security challenges facing the Western Hemisphere.



**Plenary lecture session during SDP (May 2014).**



**Brigadier General Joseph Whitlock addresses SDP (May 2014) students.**

## Foundational Level

### STRATEGY AND DEFENSE POLICY (SDP)

May 5-16, 2014

-52 Participants

17 Nations Represented: Argentina, Belize, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, United States, Uruguay

Issues examined: defense and security policy formulation and implementation; resource management; civilian-military and law enforcement cooperation; defense economics; interagency and international coordination; and control and oversight. Exercises, lectures, individual studies, and tailored tabletop simulations help students apply class concepts to a realistic (yet hypothetical) scenario.



**Prof. Guillermo Pacheco facilitates a small group discussion during SDP (May 2014).**



## Specialized Level

### COMBATING TRANSNATIONAL ORGANIZED CRIME AND ILLICIT NETWORKS IN THE AMERICAS (CTOC)

October 21-November 1, 2013

-28 Participants

14 Nations Represented: Argentina, Belize, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, Guatemala, Honduras, Mexico, Panama, Paraguay, Peru

February 24-28, 2014 (at SOUTHCOM HQ in Miami, FL, specifically prepared for U.S. government participants)

-50 Participants

August 26-28, 2014 (at SOCSOUTH HQ at Homestead Air Reserve Base, FL, requested by and specifically prepared for U.S. government participants)

-25 participants

Issues examined: transnational criminal organizations (TCOs) and strategies, mechanisms, and processes that can be used to evaluate and address the threats posed by TCOs for government and non-government officials directly involved with issues of national security and defense, law enforcement, and illicit trafficking.



**A student speaks at the fall 2013 Specialized Course class dinner.**



**Students and Prof. Celina Realuyo during the fall 2013 CTOC course.**

## Specialized Level, continued.

### CYBERSECURITY: ISSUES IN NATIONAL AND INTERNATIONAL SECURITY (CINIS)

October 21-November 1, 2013

-28 Participants

14 Nations Represented: Argentina, Bahamas, Brazil, Chile, Colombia, El Salvador, Grenada, Guatemala, Guyana, Jamaica, Mexico, Panama, Paraguay, Trinidad and Tobago

Issues examined: the importance of cybersecurity; cybercrime, terrorism, and cyber war; strengths and weaknesses of various cybersecurity strategies; and responsibility of governments and the private sector in cybersecurity and critical infrastructure protection.

### STRATEGIC IMPLICATIONS OF HUMAN RIGHTS/RULE OF LAW (HR/ROL)

October 21-November 1, 2013

-21 Participants

10 Nations Represented: Argentina, Bolivia, Chile, Colombia, Dominican Republic, El Salvador, Guatemala, Peru, United States, Uruguay

Issues examined: use of military force to promote human rights; international criminal courts, truth commissions, and other instruments of transitional justice; the intersection of humanitarian and human rights law; the use of the military in domestic law enforcement operations; human rights considerations involving globalization and transnational corporations; and the human rights dimensions of terrorism.

### PERSPECTIVES ON HOMELAND SECURITY AND DEFENSE (PHSD)

September 15-26, 2014

-30 Participants

12 Nations Represented: Belize, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Panama, Peru, United States

Issues examined: international models of homeland security and defense; and regional cooperation in response to natural and man-made threats throughout the Western Hemisphere. The first week of the course took place in Washington, DC, and the second week was held at NORTHCOM Headquarters in Colorado Springs, CO.



Prof. Pat Paterson and a group of fall 2013 HR/ROL students.



Lt. Gen. Michael Dubie addresses 2014 PHSD students at USNORTHCOM HQ in Colorado Springs, CO.

## Advanced Level

### CIVIL/POLITICAL/MILITARY RELATIONS AND DEMOCRATIC LEADERSHIP (CPMR)

March 17-28, 2014

-13 Participants

10 Nations Represented: Argentina, Brazil, Chile, Colombia, Dominican Republic, Ecuador, El Salvador, Honduras, Mexico, Paraguay

Issues examined: civil-military relations within the context of the democratic process; and models of political/military cooperation in the region.

### GOVERNANCE, GOVERNABILITY, AND SECURITY IN THE AMERICAS (GGSA)

March 17-28, 2014

-15 Participants

9 Nations Represented: Argentina, Bahamas, Barbados, Chile, El Salvador, Mexico, Nicaragua, Suriname, Trinidad and Tobago

Issues examined: processes and mechanisms that contribute to socio-political and economic stability; and contemporary issues of governance and governability from national, regional, and global perspectives.

### STRATEGY AND INTERNATIONAL SECURITY (SIS)

March 17-28, 2014

-14 Participants

9 Nations Represented: Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Honduras, Peru, Trinidad and Tobago

Issues examined: international security strategies, including management of information and the use of force, in the context of international relations theory.

### TERRORISM AND COUNTERINSURGENCY (TCI)

March 17-28, 2014

-13 Participants

9 Nations Represented: Argentina, Brazil, Chile, Colombia, Costa Rica, El Salvador, Mexico, Paraguay, United States

Issues examined: conflicts dominated by insurgency and terrorism; reasons for the emergence of insurgency and terrorism; the comparative political and theoretical approaches to insurgent strategy, mobilization, and operations; and organization and countermeasures.

## Senior Executive/Strategic Interaction Level

### WASHINGTON SECURITY AND DEFENSE SEMINAR (WSDS)

September 8-12, 2014

-51 Participants

19 Nations Represented: Antigua and Barbuda, Argentina, Barbados, Canada, Chile, Colombia, Dominican Republic, Ecuador, Guatemala, Haiti, Honduras, Jamaica, Mexico, Panama, Paraguay, Peru, Spain, Trinidad and Tobago, United States

Issues examined: U.S. defense policy and the defense policymaking process, including national objectives, the interagency process, defense decision-making, and legislative oversight. WSDS provides the unique setting and opportunity for academic exchange between U.S. and regional senior government officials, particularly diplomats newly assigned to Washington, DC, and is a low cost academic program in the Perry Center's catalog.

# Events at the Perry Center

In 2014, the Perry Center continued to serve as a pre-eminent venue for academic discussion, strategic dialogue, and personal and professional relationship-building. Through organizational briefings, roundtable discussions, Hemispheric Forums, Video-teleconference (VTC) and webinar events, and senior level strategic dialogues, the Center reinforces America's role as the international partner of choice for security and defense collaboration. The Perry Center works closely with partner nation and U.S. Embassy country teams to develop targeted academic programs and relevant content for current and emerging leaders in the Western Hemisphere.

This year, the Center welcomed visits from partner institutions, policymakers, heads of government and state, military, and academia throughout the Western Hemisphere. Among those:



**Prof. Manuel Lora speaks to students from IAAFA during academic exchange.**



**MG Kenrick Maharaj (Trinidad & Tobago) participates in a roundtable discussion.**

- Dr. William J. Perry, 19th U.S. Secretary of Defense
- Argentine Center for International Relations (CARI)
- Chilean National Academy of Political and Strategic Studies (ANEPE)
- Paraguayan Institute of Higher Strategic Studies (IAEE)
- Brazilian Air Force delegation
- Peruvian Center for Higher National Studies (CAEN)
- Guatemalan High Strategic Studies Course (COSEDE)
- Vice Admiral Marco Antonio Ortega Siu, Coordinator General of the Mexican Marine Corps
- Inter-American Air Forces Academy (IAAFA)
- Students and Faculty from Camilo José Cela University (Spain)
- Mexican National Defense College (CDN)
- Mexican Naval War College (CESNAV)
- Chilean Army Commander-in-Chief, General Humberto Oviedo Arriagada
- Guatemalan Minister of Defense, Division General Manuel Augusto López Ambrocio
- U.S. Fleet Forces Command foreign liaison officers
- Colombian National War College (ESDEGUE)
- Haitian President Michel Martelly
- Global Institute of Advanced Studies in Social Sciences (iGlobal) Master's Program
- Dominican Republic's Graduate School for Superior Strategic Studies (EGAEE)
- MG Menandro Garcia de Freitas, Brazilian Joint Staff Chief of Strategic Affairs
- Wisconsin National Guard State Partnership Program (SPP) organizers
- Guatemalan Ambassador to the United States Julio Ligorria
- Puerto Rico National Guard and SPP organizers
- Major General Kenrick Maharaj, Chief of Defense Staff, Trinidad & Tobago
- Admiral José Santiago Valdés Álvarez, Former Chief of General Staff of the Mexican Navy
- General Juan Pablo Rodríguez Barragan, Commander of the Colombian Armed Forces

# Hemispheric Forum

The Hemispheric Forum is a unique Perry Center vehicle that takes advantage of the abundance of subject-matter experts and the community of interest in Western Hemisphere affairs in the Washington, DC, area. The format of each program is a panel discussion centered on a timely and important topic, with panelists representing the top of the field from government, think tanks, and academia. Each Forum is open to the public, livestreamed for international audiences (over 300 total live viewers this year from throughout the world), and translated simultaneously in English and Spanish. Recordings of each event are also made available in the Digital Library on the Perry Center website.

In 2014, the Perry Center hosted three Hemispheric Forums, convening notable experts and senior government officials on topics pertinent to Western Hemisphere security and defense professionals.

## **Continuity and Renewal in the Latin American Electoral Cycle**

December 3, 2013

Speakers:

- Dr. Luis Bitencourt, WJPC Dean of Academic Affairs (moderator)
- Mr. Roberto Izurieta, Director of Latin American Projects for the George Washington University's Graduate School of Political Management
- Dr. Johanna Mendelson-Forman, Senior Associate in the Program on Crisis, Conflict, and Cooperation and in the Americas Program at CSIS
- Dr. Harold Trinkunas, Charles W. Robinson Chair and Senior Fellow and Director of the Latin America Initiative under the Foreign Policy Program at the Brookings Institution

## **Women in Peace and Security**

March 12, 2014

Speakers:

- MG Gregg Martin, NDU President
- General John F. Kelly, SOUTHCOM Commander
- Ms. Celina Realuyo, WJPC Professor (moderator)
- U.S. Ambassador Wanda Nesbitt, NDU Senior Vice President
- Dr. Rebecca Bill Chavez, Deputy Assistant Secretary of Defense for Western Hemisphere Affairs (DASD-WHA)
- Dr. Johanna Mendelson Forman, President of the Board of Visitors at the Western Hemisphere Institute for Security Cooperation
- Mr. Robert Kravinsky, Director of International Humanitarian Policy at the Office of the Secretary of Defense

## **Dynamics of FARC Demobilization in Colombia**

June 25, 2014

Speakers:

- Dr. Luis Bitencourt, WJPC Dean of Academic Affairs (moderator)
- Dr. David Spencer, WJPC Professor
- Ms. Christine Balling, President of Fundación ECCO
- Mr. Adam Isacson, Senior Associate for Regional Security Policy at the Washington Office on Latin America



March Hemispheric Forum speakers from L to R: Gen. John Kelly, Ms. Charito Kruvant, Dr. Rebecca Bill-Chavez, Mr. Ken LaPlante, Dr. Johanna Mendelson Forman, MG Gregg Martin, Prof. Celina Realuyo, Mr. Robert Kravinsky, Amb. Wanda Nesbitt, and BG Thomas Gorry.



Ms. Christine Balling speaks at the June Hemispheric Forum on FARC Demobilization.



Dr. Luis Bitencourt and COL (ret.) Jay Cope.



DASD-WHA Dr. Rebecca Bill Chavez (center) participated in the workshop.



Participants of the September 29 pre-CDMA workshop at the Perry Center.

## Supporting the XI Conference of Defense Ministers of the Americas

On September 29, 2014, the Perry Center hosted a workshop on the themes of the Eleventh Conference of Defense Ministers of the Americas (XI CDMA) taking place in Arequipa, Peru, in October 2014. The XI CDMA convened the defense ministers and policymakers of many Western Hemisphere countries. Following opening remarks by Director Mark Wilkins, H.E. Juan Federico Jiménez Mayor, Ambassador and Permanent Representative of Peru to the OAS, gave an introductory presentation, and Perry Center Visiting Professor Walter Earle presented the history of the CDMA. COL (ret.) Jay Cope, Senior Research Fellow and Deputy Director of the Center for Strategic Research at the Institute for National Strategic Studies (INSS), provided an overview of three CDMA themes: the coordination of specialized conferences of Hemispheric armed services with CDMA; cooperation in search and rescue capacities; and cooperation at the military health level. Perry Center Dean of Academics Luis Bitencourt provided an overview of two additional CDMA themes: environmental protection and defense, and the exchange of experience on the participation and effectiveness of the armed forces in security tasks in the region and the Hemisphere. Attendees of the workshop discussed each theme in turn, and the Perry Center environment of academic non-attribution fostered an open and fruitful dialogue.

# Research

Perry Center faculty members undertake research projects at the request of stakeholders in line with their specific subject matter expertise. Faculty members examine a broad range of topics, including strategy, policy, how to better organize ministries of defense, defense education, multilateral defense cooperation to combating terrorism, insurgency, and transnational organized crime.

Faculty members first and foremost take advantage of the resources available in the Washington, DC, area, including the wide network of think tanks, international delegations, and research institutions. They also have access to a diverse array of colleagues, Perry Center alumni, and friends throughout the region, which allows the faculty an unparalleled perspective on current events and issues at work in the Hemisphere.

The Center supports its faculty research by offering several outlets for publication (outlined on the following page). However, many faculty members also often contribute original works in internationally renowned policy journals, think tank publications, and textbooks. As a result of their research projects, faculty are also often invited for interviews with prominent media organizations, including *CNN en Español* and *Reuters*, and selected to testify as subject matter experts before Congress.





# Publications

Through outlets such as our *Perry Paper Series*, *Security and Defense Studies Review* academic journal, *Regional Insights*, and *Occasional Papers*, the Center offers compelling analysis and unique angles on events and trends in the Hemisphere, security strategies, and the regional and country-specific specialties of our authors.

In FY14, the Perry Center established the new *Perspectivas* e-journal, a digital publication that contains articles, commentaries, and policy statements in English, Spanish, and Portuguese. *Perspectivas* thrives on the diversity of “perspectives” that make up the defense and security community of interest. Valuable insights from Perry Center alumni, high-level government leaders, members of academia, and journalists serve as the foundation of each issue, and FY14 saw the publication of vols. 1 and 2.

All Perry Center publications dating back to 2011 are available in user-friendly downloadable PDFs on our website’s publications page.

## ***Occasional Papers***

- “The United States and the Caribbean 30 Years after the Grenada Invasion: Dynamics of Geopolitics and Geonarcotics,” Ivelaw Lloyd Griffith (Dec. 2013)
- “La Estrategia en Colombia: Variaciones del Centro de Gravedad,” Carlos Ospina Ovalle (Apr. 2014)
- “Measuring Success in the War on Drugs,” Pat Paterson and Katy Robinson (Jul. 2014)

## ***Security and Defense Studies Review***

- Vol. 15, various contributors
- Vol. 16, various contributors

## ***Perspectivas eJournal***

- Vol. 1, various contributors
- Vol. 2, various contributors

# Internship Program

The Perry Center's internship program affords individuals valuable experience working on defense and security issues side-by-side with the Center's subject-matter experts. In 2014, 25 individuals participated in the Center's internship program, supporting Perry Center faculty and staff through substantive research and project development. The 25 interns came from colleges and universities throughout the Western Hemisphere and represent a mix of undergraduates,

**"Between attending lectures at the National War College, greeting foreign diplomats, and developing mentors across the DoD, my time spent at the Perry Center could not have been a more rewarding experience."**

**Peter Burns, Spring 2014**

graduate students, and recent graduates.

While providing support to the Center, the interns work on their own related research, writing, and

language skills, attend presentations by dynamic speakers, receive career advice and counseling, and visit D.C. landmarks such as the Pentagon and Library of Congress. Additionally, interns contribute immensely to the environment of scholarly exchange at the Center.

**"My time at the Perry Center allowed me to interact with leaders and top academia experts on matters relating to defense, international cooperation, and security. I had the privilege of working with experts in their fields from multiple countries and have first-hand knowledge of current issues. Being an intern at the Perry Center is truly a unique experience that immerses you in practical knowledge and surrounds you with outstanding students from around the world."**

**Lily Fajardo, Spring 2014**

For example, in 2014 Professor Patrick Paterson and intern Katy Robinson co-published an *Occasional Paper* on measuring success in the war on drugs in the Western Hemisphere. The intern alumni community is another important component of the Center's relationship building, with former Perry Center interns going on to achieve prestigious positions in the U.S. government, academia, and the foreign service.



Fall 2014 intern Rebecca Bock speaks with MG Kendrick Maharaj, Chief of Defense Staff for Trinidad and Tobago.



Summer 2014 interns had the opportunity to meet Haitian President Michel Martelly during his visit to the Perry Center this June.

# Perry Center in the Region

While the Perry Center's home base is Washington, DC, the Center's faculty and staff actively engage with stakeholders, regional partners, and other institutions throughout the Western Hemisphere. Through NationLabs, in-region courses, seminars, and workshops in the Hemisphere, the Perry Center extends beyond Washington, DC, to bring targeted academic and strategic opportunities to busy security and defense professionals in their home countries. Often, these in-region events are organized and paid for by Perry Center alumni connections and partner institutions, demonstrating the spirit of enduring partnerships and collaboration on which the Center was founded.

In February 2014, the Perry Center sent a four-person delegation to Panama and Nicaragua for regional outreach and academic programs. In Panama, the team interacted with officials from the University of Panama, the national police, and an audience of over 100 faculty, students, and invited guests at the College of Public Administration. In Nicaragua, the team met with Nicaraguan Brigadier General Juan Alberto Molinares Hurtado, Chief of Doctrine and Education for the military. The meeting was notable for being the first interaction between BG Molinares and the U.S. embassy, coordinated through a Perry Center alumni contact on BG Molinares's staff. The team presented the many opportunities for academic exchange and collaboration, and opened a dialogue with Nicaragua for potential future interactions. Because of the Perry Center's reputation as a premier academic environment and extensive network of alumni and partners, it can facilitate meaningful dialogue throughout the region.

## NationLab

NationLab is an interactive educational event that provides hands-on experience in the formulation of strategy and policy with respect to timely and relevant security and defense issues in the Hemisphere. Each NationLab is customized by the Perry Center in concert with a specific partner institution and the U.S. Embassy Country Team. A typical NationLab lasts one week and involves intensive problem-solving role playing with a national security challenge (e.g., narco-trafficking, terrorism, or interagency coordination in contexts such as disaster relief). In FY14, the Perry Center carried out three NationLab exercises in the region.

### *Institute for Higher Strategic Studies (IAEE)*

Paraguay

Nov. 5-8, 2013

-25 participants including uniformed military and mid-career or senior civilians coming from the Ministry of Defense, the Ministry of the Interior, the Ministry of Justice and Work, and other ministries and private sector organizations.

### *Center for Superior Strategic Studies (CAEE)*

El Salvador

May 19-23, 2014

-48 participants including civilian government personnel from the office of the presidency, the legislative assembly, the Ministries of Defense and Security, and the military and police.

### *Center for Higher National Studies-Defense College (CALEN)*

Uruguay

Aug. 4-8, 2014

-60 participants including students from CALEN's Master's program, CALEN faculty, and representatives from several Uruguayan government ministries.

### *Graduate School for Higher Strategic Studies (EGAE)*

Dominican Republic

Sep. 3-5, 2014

-62 participants from EGAE's Master's program in security and defense. The Nationlab program was organized in conjunction with an EGAE forum on energy security as a component of national defense.

## In-Region Courses

Modeled after the resident course program, in-region courses allow the Perry Center to provide cost-effective and targeted educational experiences for security and defense professionals by bringing our professors to institutions in the region. Nearly all in-region courses represent institutional or governmental collaborations and cost-sharing, plus hosting courses in the region allows the Perry Center to reach a broader audience and shorten the distance between classroom discussions and the defense policy careers of the students. Most courses are also complemented by video teleconference (VTC) sessions to provide further learning opportunities. The following are examples of in-region courses that the Perry Center carried out in FY14:

### *Course for Colombian National Police*

October 21-25, 2013

The Perry Center has supported a course for the Colombian National Police since 2008. Forty-six Colombian police officers selected for general officer gathered in Bogotá for this course on the current international and regional security environment and its implications for Colombia's national security.

### *Series of Courses for Mexico's National Security Intelligence School (ESISEN)*

November 18-22, 2013

This course, on critical infrastructure, was requested by ESISEN as a follow-up to a previous in-region course conducted in June 2013, and 25 students representing Mexico's intelligence community participated.

June 23-27, 2014

The Perry Center was invited to facilitate a one-week segment of ESISEN's 4 1/2 month course for Intelligence Community leaders from Mexico, Central America, and the Caribbean. Thirty-four participants explored emergency and crisis management at the local and state level during the week-long segment run by Perry Center faculty.

### *Interagency Course for Officials of the National Administrative System for Territorial Consolidation in Colombia*

March 17-April 5, 2014

The Perry Center designed and directed a course on interagency coordination for civil and military officials of the National Administrative System for Territorial Consolidation in Colombia. The course ran for three weeks, including a two-week distance phase and one week in Bogotá. The course objectives were to broaden the students' knowledge of interagency coordination strategies, and to assist in the improvement of the interagency coordination and synchronization processes at the executive and middle-management level of the entities important for territorial consolidation in Colombia. 76% of participants represented civilian agencies, and 24% military and police.

### *Series of Courses for the Honduran Defense University (UDH)*

January 20-24, 2014

February 24-28, 2014

The Perry Center conducted two modules as part of a course series with UDH in Honduras. In the January session, 50 participants studied strategic intelligence, communication, and national security strategy. In the February session the same participants examined the topics of defense policy formulation, strategic communication, national security strategy, and information analysis.

### *Regional Combating Terrorism Course in Colombia*

March 3-7, 2014

The Perry Center conducted a course on Combating Terrorism at the Colombian Superior War College (ESDEGUE) in Bogotá, Colombia. The course was a collaborative effort between SOCSOUTH, Joint Special Operations University, ESDEGUE, and the Perry Center. The 40 participants included representatives from Canada, Chile, Colombia, Costa Rica, Dominican Republic, Guatemala, Honduras, Mexico, Paraguay, Peru, and the United States.

**“This course is an invaluable contribution to strengthen capacities, implementation, and synchronization at the strategic level”---2014 Colombia Interagency Course Graduate**

## National Security Planning Workshops (NSPW)

In 2004, the Center developed the first NSPW as a tool for partner nation governments to more effectively approach the process of developing a national security strategy. NSPWs usually last 2–3 days in the partner nation and bring together senior national security policymakers (presidents, prime ministers, cabinet members, legislators, military commanders, and national police chiefs) for a workshop facilitated by Perry Center faculty that results in a draft document, timeline, or outline pertaining to national security strategy for that nation.

From February 5-7, 2014, Perry Center personnel facilitated a follow-on event to a 2012 NSPW in Trinidad and Tobago, discussing U.S. national security policy and the policy development process. Forty-nine participants, including British and Canadian government representatives, worked together to further the development of Trinidad and Tobago's National Security Strategy.

From April 22-24, 2014, a Perry Center team facilitated a NSPW follow-on event with the government of Guatemala in order to assist that country in evaluating the progress of their National Security Strategic Plan. The Perry Center has worked with a series of administrations for a number of years, providing a venue for collaboration and strategic problem-solving with the NSPW and other workshops. The efforts of the Perry Center, the Defense Institutional Reform Initiative (DIRI), and the Country Team have established the Defense Department as the partner of choice for Guatemala's national security and defense apparatus in the design and implementation of strategic national security and defense policies, plans, and guidance.

In August 2014, the Perry Center conducted a NSPW to facilitate a methodology to help Panama's newly installed administration develop a new strategic direction and purpose for their national security team, and consider whether a National Security Policy should be adopted. The Perry Center provided academic context, best practices, and examples of National Security Strategies in the region. The high-level participation included the Minister of Government, Vice-Minister of Public Security and various program directors. Other participants included officials from various public security agencies, the Panama Canal Authority, and the Ministry of Foreign Relations. The event was requested and sponsored by the US Embassy.



Director Mark Wilkins provides opening remarks at the NSPW event in Panama.



From left: Profs. Kevin Newmeyer, Michael Gold-Biss, Boris Saavedra, and Pedro de la Fuente with Guatemala NSPW participants.



**Prof. Patricia Escamilla-Hamm (center) with speakers at the forum on women in the armed forces in Mexico City.**



**Profs. Evan Ellis and Celina Realuyo (center) participate in a panel discussion on Central American security at the Hudson Institute.**

## Faculty Expertise in High Demand

Our faculty members are experts in their fields with strong academic backgrounds including experience as security and defense policymakers in the Western Hemisphere. Faculty increase regional exposure to the Center through interviews with the media, publications, and guest lecturing at other institutions. Resident and in-region course graduates often request VTC or in-person lectures by Perry Center faculty, and the Center does its best to fulfill every request that aligns with the Center’s mission and resources. In FY14, our professors lectured and participated on panels at many institutions throughout the Western Hemisphere (nearly all at the cost of the requesting institution).

At the request of Department of Defense stakeholders, partner institutions, and partner nation governments, Perry Center faculty deliver presentations utilizing their subject matter expertise throughout the year. For example, several professors provided lectures at the Defense Institute of Security Assistance Management (DISAM) for courses to develop the regional expertise of U.S. military foreign area officers. Faculty also supported academic programs for the Paraguay and El Salvador alumni associations, U.S. Joint Special Operations University and Mexico’s Center for Superior Naval Studies (CESNAV), PANAMAX-A, and the annual regional training exercise Fuerzas Comando held in Colombia, among others.

Additionally, the Perry Center, USSOUTHCOM, and the Defense Threat Reduction Agency (DTRA) cohosted the April 2014 Biosurveillance Challenges in the Americas Workshop at USSOUTHCOM in Miami, FL, an event that brought together senior leaders (including Perry Center faculty) and experts in security and public health from 12 countries in the Western Hemisphere. The workshop focused on promoting the coordination of disease surveillance activities across Central and South America and the Caribbean, with the ultimate goal of improving early disease recognition and response times throughout the region.

In May 2014, the North American Research Center (CISAN, at the National Autonomous University of Mexico, UNAM) and the Perry Center organized an international seminar in Mexico City on the topic of the role of women as actors in the armed forces in North America, moderated by Perry Center faculty. The seminar convened several panels of military women, yielding a wealth of experience and diversity among participants and audience members.

# Alumni

## Alumni Associations

Argentina  
Belize\*  
Bolivia  
Brazil\*  
Chile  
Colombia  
Costa Rica\*,  
Dominican Republic  
Ecuador  
El Salvador  
Guatemala  
Guyana  
Haiti\*  
Honduras\*  
Jamaica  
Mexico  
Panama  
Paraguay  
Peru  
Trinidad & Tobago  
Uruguay  
Venezuela  
United States\*

\*=forming association

Key to the Perry Center mission is relationship-building, and the Center strives to maintain strong relationships with program alumni. Maintaining strong relationships with alumni ensures that our professors are abreast of security and defense developments in countries throughout the region and also provides opportunities for collaboration and increased regional exposure to the Perry Center. The VTC program, detailed on the following page, also serves as a low cost and effective tool for alumni outreach. Many VTC events are conducted at the request of alumni throughout the region.

For example, in May 2014, a delegation from the Perry Center visited El Salvador to participate in several activities coordinated by that country's alumni association. On May 26, Professors Carlos Ospina, David Spencer, and Guillermo Pacheco facilitated a workshop for 61 participants on the topic of strategic leadership and strategy formulation. The workshop was held at the Instituto Especializado de Educación Superior para la Formación Diplomática (IEESFORD), which is the training facility for the Ministry of Foreign Affairs of El Salvador. The IEESFORD Director, Ambassador Francisco Salvador Fonseca Salgado, presided over the opening ceremony along with alumni association President Juan Ricardo Gómez Hecht and Perry Center Professor Ospina. Following the successful workshop, the alumni association also organized a networking dinner on May 23 that was attended by approximately 40 Perry Center alumni and former and current students at the Colegio de Altos Estudios Estratégicos (CAEE). This event brought together a diverse group of alumni, including several who attended the first course at the Perry Center in 1998, and the most recent graduates from the 2014 Strategy and Defense Policy course in Washington and NationLab at CAEE in El Salvador.

Additionally, on June 17, the Perry Center alumni association of Paraguay organized an international symposium at the Ministry of Defense on "Terrorism and Counterinsurgency," led by Perry Center Professor David Spencer. The event was well received and attended by a diverse audience that included Paraguayan Army, Navy, and Air Force Operations Forces, along with various Special Forces services and brigades, students from the strategic leadership course at the Instituto de Altos Estudios Estratégicos (IAEE), and Perry Center alumni.



IEESFORD workshop participants in El Salvador.



Prof. David Spencer lectures at the invitation of the Paraguay alumni association.

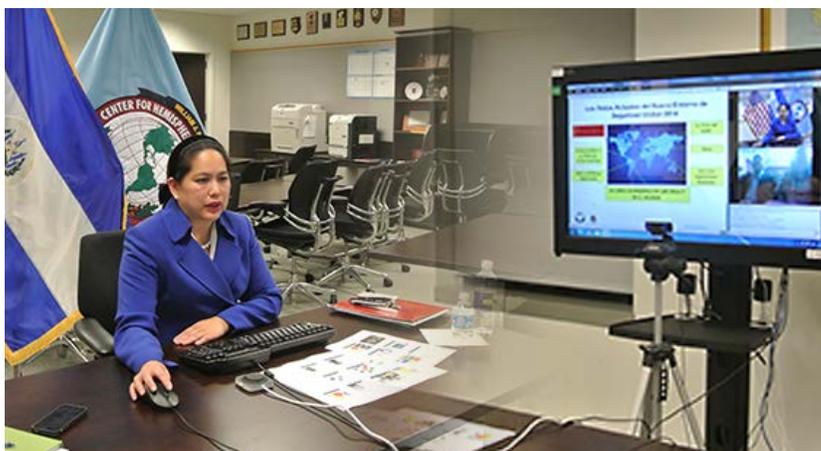
# VTC Program

VTC is an outreach tool that helps promote collaborative communities of interest, maintain and expand alumni connections, and connect the Center with regional associations and institutions. VTC events support U.S. Defense policy goals as an innovative, low-cost approach to building relationships with international participants. The Center uses VTC (including web-based programs through chds.net) as both part of larger academic programs and also for stand-alone events, like webinars. Through coordination with regional audiences and partner institutions, the Perry Center can participate in many types of outreach with distant audiences, increasing the visibility of our professors while also taking advantage of technology to reduce costs of time and travel of our faculty. The Center has multi-point capability to network with multiple countries simultaneously.

In FY14 the Center connected with more than 1,000 participants in 17 VTC events that were coordinated in conjunction with alumni associations, partner institutions and universities. These videoconferences responded to requests for assistance and were presented to a wide range of audiences consisting of Perry Center alumni, partner institution faculty and students, and other security and defense professionals from the region. In addition to one-time VTC requests, the Center participates in several VTC program series with partners in the region, like CAEE, CEDEYAC (a course on strategic leadership in defense and crisis management in Peru), and the El Salvador alumni association. Many of these VTC events were recorded and made available to the larger community and can be found on the Perry Center video library on the website and through the alumni office.

## Lecture topics from 2014 include:

- **Geostrategic Implications of the Crisis in Syria**
- **The International Relevance of the Manning and Snowden Cases**
- **National Security Planning**
- **Regional Security in Latin America**
- **Strategy of Conflict: Theory and Framework**
- **Failed States**
- **The Use of the Military to Combat Transnational Organized Crime**
- **Geostrategic Implications of the Crisis in Crimea**



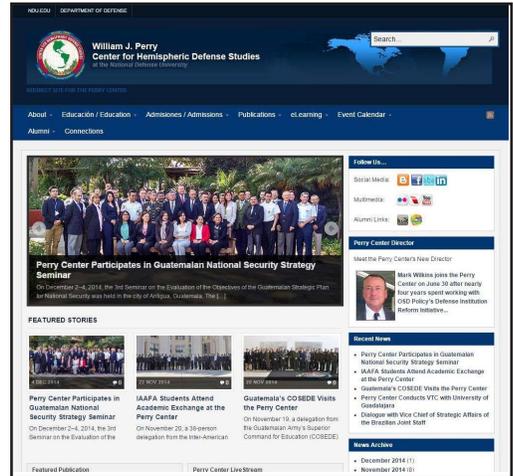
Prof. Celina Realuyo conducts a VTC lecture with the El Salvador alumni association on the Islamic State.

# Digital Resources

## Perry Center Web Presence

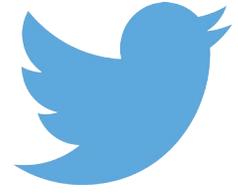
website: [chds.dodlive.mil](http://chds.dodlive.mil)  
GlobalNet: [chdsnet.org](http://chdsnet.org)  
facebook: English and Spanish  
alumni blog: [chdsonline.blogspot.com](http://chdsonline.blogspot.com)  
Twitter: @CHDSonline  
Flickr: [flickr.com/photos/chdsonline](http://flickr.com/photos/chdsonline)  
Livestream: [livestream.com/chds](http://livestream.com/chds)  
Blackboard: [ndu.blackboard.com](http://ndu.blackboard.com)  
Digital Library hosted by NDU:  
[digitalndulibrary.ndu.edu/cdm4/search\\_chdspub.php](http://digitalndulibrary.ndu.edu/cdm4/search_chdspub.php)

The Daily News Roundup is a free multi-language list of relevant regional news articles compiled by the Perry Center editorial staff, with a daily readership of just over 2,400.



## Diálogos Video Series

As part of our ever-expanding offering of educational programs, we launched a new online resource, titled *Diálogos con el Centro Perry*. In this series of conversations, Perry Center faculty members and other experts discussed theoretical concepts, current events, and trends relevant to the analysis of security and defense in the Western Hemisphere. In each recorded session, Dr. Luis Bitencourt, the Dean of Academics at the Perry Center, invited members of the faculty (which is composed of former high-ranking military and government officials and renowned academics from diverse parts of Latin America and the United States) and other distinguished experts to share their unique perspectives on various topics. The *Diálogos* are recorded in Spanish and available in the video library on our website.



# Special Recognition

In December 2013, the Perry Center launched the inaugural edition of the *Perry Paper Series* with a special event that featured remarks from Dr. William J. Perry, the Center's namesake and former U.S. Secretary of Defense. The inaugural edition of the Perry Paper Series, *The Strategic Dimension of Chinese Engagement with Latin America* by Dr. R. Evan Ellis, covered one of the most significant and timely topics in the Americas region: the growing relationship between China and the countries of the Western Hemisphere. In summer 2014, the Center organized a Perry Paper Series writing competition to select the next edition. Colombian defense analyst Nicolás Fernando Gallo Campos entered the winning submission, *Fronteras en Colombia: ¿Estratégicas, amenaza u oportunidad para la seguridad y defensa?* (Colombia's Borders: Strategic Threat or Opportunity for Security and Defense).



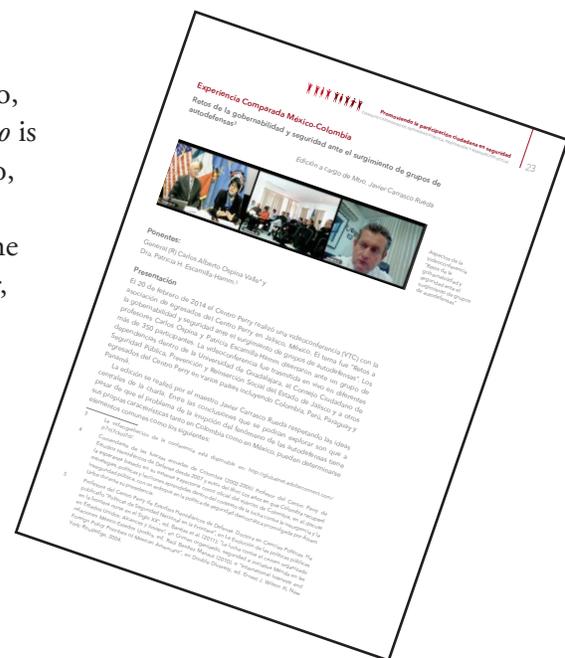
Dr. William J. Perry speaks at the Perry Paper Series launch in December 2013.

On October 29, 2013, the director of the Chilean Ministry of National Defense's Academy for Political and Strategic Studies (ANEPE) signed an Agreement of Academic Cooperation at the Perry Center. Rear Admiral Harald Sievers has been ANEPE's director since 2011, and this Agreement of Academic Cooperation institutionalizes an already flourishing relationship between the two institutions.



Rear Admiral Harald Sievers of ANEPE signs an Academic Agreement with the Center.

In February 2014, the Perry Center participated in a VTC series of academic lectures with the Mexican Citizen Council on Public Security, Prevention, and Social Reintegration (*Consejo Ciudadano*) that was attended by more than 350 participants tuning in from institutions throughout Mexico, Colombia, Peru, Paraguay, and Panama. *Consejo Ciudadano* is a prominent private think tank on public security in Jalisco, Mexico. Mexican Professor Javier Carrasco Rueda (Perry Center alumnus) coordinated and moderated the event. The VTC, and the insights of Perry Center faculty in particular, were covered extensively in *Consejo Ciudadano's* 2014 activities report.



## William J. Perry Award for Excellence in Security and Defense Education

This year the Perry Center selected one individual and two institutional awardees for the William J. Perry Award for Excellence in Security and Defense Education. Since 2007, awardees have been chosen for their achievements in promoting education, research, outreach, and knowledge-sharing on security and defense issues that affect the Western Hemisphere.



Dr. Luis Bitencourt and Dr. Richard Millett.



IADC Director Rear Admiral Martha Herb accepts award on behalf of her institution.



CESEDEN Director Lt. Gen. Alfonso De La Rosa Morena addresses the audience.

### *2014 Individual Recipient*

Dr. Richard Millett of Southern Illinois University was recognized for his outstanding contributions to the field of security and defense education in the Americas through teaching, outreach, and publishing. He is author and co-editor of *Beyond Praetorianism: The Latin American Military in Transition* (1996), a classic on civil-military relations in the region, long considered an authoritative guide to militaries in Latin America. He is also a founding member of the Inter-American Defense College's Foundation Board and a champion for that institution, which is also located at Ft. McNair in Washington, DC.

### *2014 Institutional Recipient #1*

The Inter-American Defense College (IADC) is recognized for its pivotal role in supporting hemispheric security and defense through graduate-level educational opportunities for senior military and government officials from around the Western Hemisphere. Since its inception in 1962, the IADC has graduated more than 2,000 students through a rigorous year-long academic program.

### *2014 Institutional Recipient #2*

Spain's Center for Advanced Studies in National Defense (CESEDEN), founded in 1964 and celebrating its 50th anniversary this year, CESEDEN is the main education center of the Spanish armed forces. Falling under the Minister of Defense, CESEDEN comprises a Technical Secretariat, a School of Advanced Defense Studies, the College of the Armed Forces, the Spanish Institute for Strategic Studies, the Spanish Commission of Military History, and a number of other support services. Through its academic programs, CESEDEN stands out as a premier partner institution of the Perry Center.



## William J. Perry Center for Hemispheric Defense Studies

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**Executive Assistant to the Director**  
**USNORTHCOM Liaison Officer**  
**USSOUTHCOM Liaison Officer**

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 Ms. Maritza Monteverde  
 Mr. Rick Taylor  
 Mr. Stephen Meyer

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**Visiting Professor**  
**Professor**  
**Professor of Practice**  
**Professor of Practice**  
**Professor of Practice**  
**Assistant Professor**  
**Assistant Professor**

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 Dr. Scott Tollefson  
 Mr. Walter Earle  
 Dr. Salvador Raza  
 RADM (ret.) Pedro de la Fuente  
 Mr. Pat Paterson  
 Mr. Guillermo Pacheco  
 Ms. Celina Realuyo  
 BG (ret.) Boris Saavedra  
 Dr. David Spencer

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**Editor**

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 Mr. Michael Mann  
 Ms. Suzanne Heist  
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**Program Specialist**  
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**Budget Officer**

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**Plans and Operations Officer**  
**Plans and Operations Officer**  
**Program Support Specialist**

Ms. Linda Denning  
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 Mr. Henry Tweddle

**Information Management Officer**  
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 Ms. Vivian Rodriguez

*Reflects personnel as of December 31, 2014*





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