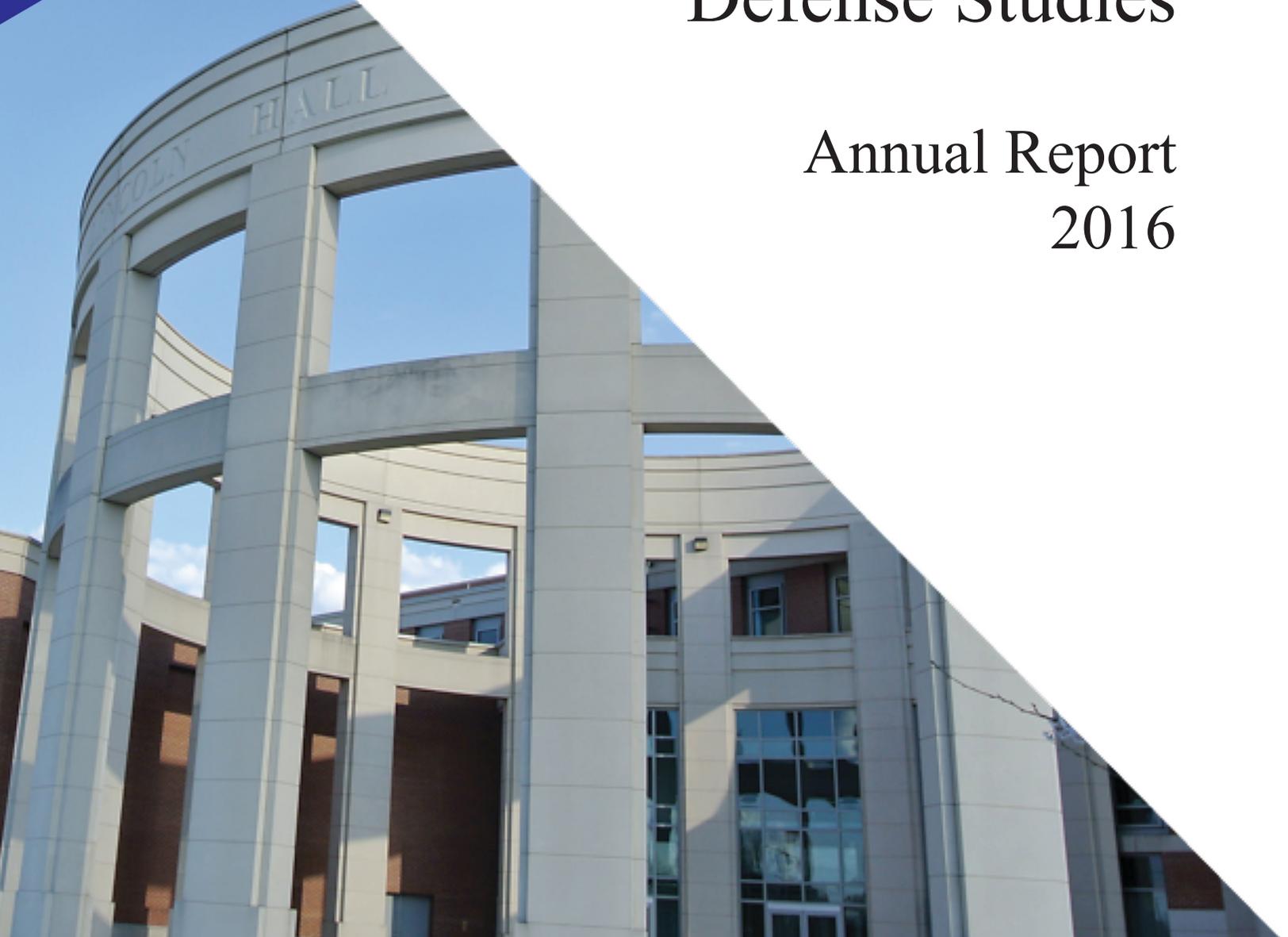




# William J. Perry

## Center for Hemispheric Defense Studies

Annual Report  
2016



# William J. Perry Center for Hemispheric Defense Studies

National Defense University  
260 5th Avenue, Building 64  
Fort McNair, DC 20319-5066

**Director**

Mr. Mark S. Wilkins

**Chief of Staff**

Mr. Jeffrey Murphy

**Dean of Academic Affairs**

Dr. Scott Tollefson

**Chief of Strategic Plans & Communications**

COL Rob Alvaro, USA

**Annual Report Editor**

Ms. Liliana Besosa

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# MESSAGE FROM THE DIRECTOR

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In Fiscal Year (FY) 2016, the Perry Center continued to occupy our unique academic space at the intersection of scholarship and policy. Through education and research, we connected leaders in the U.S. national security community with partner nation officials and experts on the Western Hemisphere's most pressing defense challenges. These dialogues among military, civilian, and non-governmental leaders provide an invaluable venue for international cooperation on shared security concerns.

The Perry Center's programs in FY2016 supported three policy lines of effort in the Americas: promoting effective, efficient, and transparent defense governance institutions that respond to democratically elected civilian leadership; countering transnational and transregional organized crime and the illicit networks that undermine citizen security; and promoting institutionalized respect for human rights and the rule of law among the militaries, security forces, and defense policymakers of the Western Hemisphere. In focusing on these three priorities, the Perry Center both advanced regional goals and objectives given to us by the Office of the Under Secretary of Defense for Policy (OUSDP) and responded to the requests of partner nation policymakers who identified these areas of need.

FY2016 defense governance initiatives included courses in Washington as well as tailored country programs throughout the region. While almost all Perry Center resident courses include modules on the theory and principles of defense governance, a highlight of this year was the inaugural Defense Policy and Complex Threats (DPCT) course, which taught participants about forecasting, resourcing, and posturing for future security environments. Designed for senior practitioners with responsibilities for defense decision-making processes, DPCT gave invited participants the tools to forecast risk and assess their countries' capacity for responding to future threats. I am particularly grateful to the support the Perry Center received from across the interagency and international partners in delivering a world-class program. Officials from OUSDP, U.S. Southern Command, Colombia, and Spain volunteered their time to talk about how their organizations plan for complex, changing security threats. These "real world" perspectives from some of the national security community's brightest minds let us set aside the PowerPoint slides and open some candid conversations about which forecasting models and theories work in different national contexts—and which do not.

Outside the classroom, the Perry Center supported defense institution building (DIB) efforts by participating with the Defense Governance and Management Team and Defense Institutional Reform Initiative. By providing faculty expertise and connecting with our network of alumni, the Perry Center advanced one of the Department of Defense's highest policy priorities in the Americas by supporting country programs in Colombia, Guatemala, El Salvador, and Trinidad and Tobago.

In response to demand from our partners and the increasing sophistication of criminal networks in the Americas, the Perry Center greatly expanded our program on countering transnational and transregional threats. In addition to a resident course on Combating Transnational Organized Crime and Illicit Networks in the Americas, the Perry Center conducted three Regional Transnational Threats Seminars in Colombia, Costa Rica, and Jamaica. Focused on the specific security concerns of South America, Central America, and the Caribbean, respectively, these seminars responded to areas of concern identified by ministers of defense and chiefs of defense at regional security conferences, distilled them into national and regional contexts, and transformed them into actionable plans in the arenas of education and policy reform. With the support of OUSDP's Office of Counternarcotics and Global Threats and Office of Western Hemisphere Affairs, the Perry Center team brought together almost 300 regional practitioners and senior officials from U.S. Southern Command and OUSDP to collaborate on transnational solutions to transnational and transregional challenges.

Respect for human rights and the rule of law are universal principles, and, as such, these themes are embedded in every Perry Center program. Strategic Implications of Human Rights and the Rule of Law, a resident course that has earned plaudits from alumni and experts in the field of human rights, offers defense policymakers and non-governmental watchdogs a deep dive into issues like military professionalism, the evolving future of the law of armed conflict, and transitional justice. Graduates learn how to write and implement effective human rights policies in a way that universalizes and institutionalizes these principles regardless of changes in mission or leadership.

When called upon as a policy enabler in FY2016, the Perry Center responded enthusiastically. In preparation for the Conference of Defense Ministers of the Americas (CDMA), we worked with officials from OUSDP and CDMA host nation Trinidad and Tobago to articulate organizers' goals to the broader defense community and provide both U.S. and partner nation officials the subject matter background necessary to make this ministerial meeting a success. In another noteworthy program, the Perry Center hosted a Hemispheric Forum in which policymakers and military leaders from the United States, Canada, and Chile discussed gender inclusion in the armed forces and the lessons learned from inclusive reforms. When I look at the range of programs conducted in this Center in FY2016, I find it hard to imagine so many diverse defense leaders from throughout the Americas convening anywhere but the Perry Center. I am hopeful—and confident—that FY 2017 will be similarly fruitful for the Perry Center and the policy community we serve.



Thank you to all for your enduring support of the Perry Center and our mission in the Western Hemisphere.

Mark S. Wilkins  
Director



“The Changing Western Hemisphere,”  
Hemispheric Forum, November 18, 2015.

# OUR MISSION:

The Perry Center is a U.S. Department of Defense institution for defense and security studies in the Western Hemisphere. Through courses, seminars, outreach, strategic dialogue, and focused research in support of policy objectives, the Perry Center works with senior civilian and military officials from the Americas to build strong, sustainable networks of security and defense leaders and institutions. In so doing, the Perry Center promotes greater understanding of U.S. policy, mutually supportive approaches to security challenges, and improved, sustainable institutional capacity.

# OUR VISION:

The Perry Center strives to be a leading security and defense studies institution for the Western Hemisphere, focused on the future, anticipating shifts in the evolving security environment, foreseeing the need for changes in security and defense forces, dedicated to research, building shared knowledge and fostering dialogue.

**Photos from top to bottom:** Former USSOUTHCOM Commander General John Kelly, Perry Center Director Mark Wilkins, and PRISM Editor Michael Miklaucic gather before the Hemispheric Forum, “The Changing Western Hemisphere.”

Director Mark Wilkins addresses the participants of the Security and Defense Policy Course at the graduation ceremony in October 2016.

USSOUTHCOM Commander ADM Kurt W. Tidd and Professor of Practice Alejandro Aleman exchange remarks in March 2016.

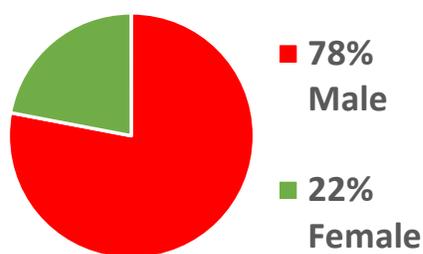
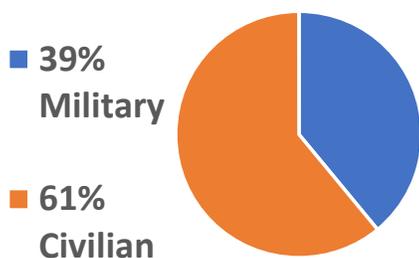
Professor Pat Paterson presents during the Strategic Implications of Human Rights and the Rule of Law (HR/ROL) course in June 2016.

Professor David Spencer gives a presentation to the participants of the Washington Security and Defense Seminar (WSDS).



# FY 2016 PROGRAMS:

# 561 Participants & Graduates



## 34 countries represented

Antigua and Barbuda: 5	Guyana: 5
Argentina: 26	Haiti: 1
Bahamas: 3	Honduras: 18
Barbados: 3	Jamaica: 35
Belgium: 1	Mexico: 53
Belize: 10	Nicaragua: 2
Bolivia: 2	Panama: 13
Brazil: 13	Paraguay: 16
Canada: 2	Peru: 25
Chile: 22	Saint Kitts and Nevis: 3
Colombia: 70	St. Vincent and the Grenadines: 3
Costa Rica: 25	Suriname: 5
Dominica: 1	Trinidad and Tobago: 16
Dominican Republic: 13	Uruguay: 9
Ecuador: 5	United States: 66
El Salvador: 59	Venezuela: 2
Grenada: 3	
Guatemala: 26	



# FY 2016 PROGRAMS:

## RESIDENT COURSES:

Resident courses form the core of the Perry Center academic program. Conducted in Spanish or English, all courses are designed to meet the evolving needs of sophisticated professionals from the defense and security sectors across the hemisphere. Resident phases are one or two weeks in length and are preceded by a multi-week distance learning phase.

## REGIONAL SEMINARS:

Regional Seminars are held in conjunction with regional partners and are tailored to the specific objectives identified by the Perry Center, the partner institution, and the U.S. embassy team. Regional seminars serve to enhance sustainable institutional capacity, emphasizing support to national and regional policymakers and leaders.



Director Mark Wilkins addressing participant questions during a SDP lecture.

### **Strategy and Defense Policy (SDP)**

October 19-30, 2015 • Washington, DC • 73 participant

The SDP served as the Perry Center's foundational course for Spanish-speakers, covering topics such as policy analysis and planning; defense planning and resource management; cybersecurity; capability-based planning; organizational reform; and security and defense sector reform. Participants analyzed the different political perspectives in dealing with security challenges at global, regional, and national levels.

## **Security and Defense Institution Building: Methods, Practices, and Tools**

December 7-11, 2015 • Port of Spain, Trinidad and Tobago • 31 participants

The principal objective of this regional seminar was to address the policy formulation, force design, integrated governance systems, and education systems necessary to improve the efficiency of government security agencies. The first-ever Caribbean regional seminar of its kind, this seminar supported the broader framework of the Perry Center's Institution Building Programs.

## **Countering Transnational Threats in the Americas Seminar**

February 17-19, 2016 • San Salvador, El Salvador • 46 participants

April 4-8, 2016 • Mexico City, Mexico • 190 participants

As part of the Perry Center's academic outreach, bilateral transnational threats seminars tailor academic programming to a host nation's specific security and defense concerns. Specifically, these seminars addressed the complex web of global threats and citizen security challenges that the host nations face, including drug trafficking, cyber-crime, organized criminal groups, and human trafficking.

## **Combating Transnational Organized Crime and Illicit Networks in the Americas (CTOC):**

June 13-24, 2016 • Washington, DC • 32 participants

The principal objective of this resident course was to deepen participants' understanding of transnational criminal organizations (TCOs). Specifically, course lectures highlighted the defense and security threats posed by TCOs in the Americas through their illicit activities, such as drug trafficking, money laundering, arms trafficking, human smuggling, counterfeiting, and cybercrimes. The course included a visit to the U.S. Congress to hear congressional testimony offered by Perry Center Professor Celina Realuyo.



SDP participants and instructors gather for a group photo outside Abraham Lincoln Hall.

## **Strategic Implications of Human Rights and Rule of Law (HR/ROL)**

June 13-24, 2016 • Washington, DC • 24 participants

The course is designed to deepen participants' understanding of international and national requirements associated with human rights, the rule of law, international humanitarian law, military professionalism, and transitional justice, as well as understand the strategic implications of each one. Its curriculum included case studies of the United States, Colombia, Mexico, Brazil, and Syria, among several other countries. Students visited the Inter-American Commission of Human Rights and the Holocaust Museum.

## **South American Regional Transnational Threats Seminar (RTNT)**

April 27-29, 2016 • Kingston, Jamaica • 70 participants

August 9-11, 2016 • Bogota, Colombia • over 100 participants

September 7-9, 2016 • San Jose, Costa Rica • 79 participants

Examining such issues as the nexus of terrorism and transnational crime, the role of military and police, illicit networks, money laundering, cybersecurity, and methods to counter these threats, regional transnational threat seminars offer condensed course content tailored to the specific security concerns of each sub-region. By responding to the priorities identified at regional Chief of Defense/Security Chief conferences, these seminars help officials develop actionable implementation plans for national policies and sub-regional cooperation.

## **Washington Security and Defense Seminar (WSDS)**

September 26-30, 2016 • Washington, DC • 39 participants

The course was designed primarily for Western Hemisphere diplomats accredited to the White House and to the Organization of American States. Participants attended sessions on the formation and implementation of U.S. national security and foreign policy, as well as the dynamics of government decision-making. The curriculum combined lectures, question-and-answer sessions, and moderated seminar discussions led by Perry Center Professors. Officials from across the United States Government interagency, including the Department of Defense, Department of State, and National Security Council, engaged in discussions and lectures with the participants.



**Left:** CTOC participants and instructors pose for a group photo outside Abraham Lincoln Hall.

**Right:** Mr. Charles "Cobb" Blaha, Director of the State Department's Democracy, Human Rights, and Labor Bureau's Western Hemisphere Affairs Office lectures during the HR/ROL course.

# HEMISPHERIC FORUMS:

The Hemispheric Forum is a unique Perry Center vehicle that takes advantage of Washington's abundance of subject-matter experts and the community of interest in Western Hemisphere affairs. The format of each program is a panel discussion centered on a timely and important topic featuring expert panelists representing government, think tanks, and academia.



**Far Left:** Panelists discussing on stage in Abraham Lincoln Hall Auditorium during the Hemispheric Forum on “Thematic Axes for the XII conference of Defense Ministers of the Americas.”

**Far Right:** Major General Frederick F. Roggero, Dr. Marty Trevino, Dr. Boris Saavedra, and Professor Celina Realuyo discussing the political and strategic challenges of drone technology.

## **Thematic Axes for the XII Conference of Defense Ministers of the Americas (CDMA)**

October 8, 2015

The proposed thematic axes for the Conference of Defense Ministers of the Americas (CDMA) panel consisted of officials from the Trinidad and Tobago government, including: Carl Francis, Permanent Secretary of the Ministry of National Security; Brigadier General Anthony Phillips-Spencer, Vice Chief of Defense Staff; Antoinette Lucas-Andrews, Director of International Affairs Unit. Perry Center Professor Luis Bitencourt provided academic commentary. The discussion was moderated by Perry Center Visiting Professor Walter Earle, and focused on three topics: The Changing International Defense and Security Environment: The Evolving Role of the Military; Hemispheric Security and Defense Cooperation Policy: A Framework for Strengthened Humanitarian Emergency Assistance; and Environmental Protection and Resilience

## **Emerging Technologies in the Americas**

October 27, 2015

The Hemispheric Forum featured a panel of subject matter experts focusing on policy and strategic challenges that Western Hemisphere countries will face in years to come. Cybersecurity, drones, and robotics were discussed in the context of emerging threats and the evolution of warfare. Retired Maj Gen Frederick F. Roggero, USAF, President and CEO of Resilient Solutions, Ltd.; Dr. Marty Trevino, Organizational Architect and Sr. Strategist at the National Security Agency; and Perry Center Professor, Dr. Boris Saavedra, participated in the panel moderated by Professor Celina Realuyo.

## The Changing Western Hemisphere

November 18, 2015

Held in partnership with the National Defense University's Center for Complex Operation (CCO) and U.S. Southern Command (USSOUTHCOM), this Hemispheric Forum coincided with the release of a special edition of the National Defense University's quarterly journal *PRISM* dedicated to the Western Hemisphere. *PRISM* featured articles from prominent leaders throughout the Americas, such as Honduran President Juan Orlando Hernandez and former Mexican President Vicente Fox. Forum Panelists included: General John Kelly, USMC, Former Commander, USSOUTHCOM; H.E. Juan Carlos Pinzon, Ambassador of the Republic of Colombia to the United States; Mr. Douglas Farah, President of IBI Consultants and Senior Fellow at the International Assessment and Strategy Center; Dr. Vanda Felbab-Brown, Senior Fellow, Center for 21st Century Security and Intelligence, the Brookings Institution; Dr. Ines Bustillo, Director, United Nations Economic Commission for Latin American and the Caribbean; and Mr. Brian Fonseca, Director of Operations at the Applied Research Center, Florida International University.

## Understanding the Colombian Peace Process:

### Main Points and Implications

March 17, 2016

As the Government of the Republic of Colombia engaged in peace agreement negotiations with the FARC, experts discussed the history, context, and framework of the four different peace negotiation attempts with the FARC since 1982. Panelists included: Adam Isacson from the advocacy organization Washington Office on Latin America (WOLA), Cynthia J. Arnson, Director of the Latin American Program at Woodrow Wilson International Center for Scholars, and the Perry Center's own David Spencer and Celina Realuyo



**Photos from left to right:**

Panelists General John Kelly, Commander of USSOUTHCOM, and H.E. Juan Carlos Pinzón, the Ambassador of the Republic of Colombia to the United States, discuss "The Changing Western Hemisphere."

Participants attend the Colombian Peace Process Forum.

## Evolving Threats in Central America: Forecasting an Uncertain Future

April 21, 2016

This Hemispheric Forum aimed to identify and understand regional trends to combat current and future security challenges. Panelists included: Dr. C. Thomas Bruneau, Distinguished Professor of National Security Affairs at the Naval Postgraduate School; Mr. Douglas Farah, Lessons Learned Specialist at the Center for Complex Operations at the National Defense University; and Ambassador Adam Blackwell, Diplomat-in-Residence at the Perry Center.



## Conversation with Bernard Aronson, U.S. Special Envoy to the Colombian Peace Process

June 1, 2016

The Perry Center's own Professor Pat Paterson engaged in a conversation with Bernard Aronson, the U.S. Special Envoy to the Colombia Peace Talks about the negotiations between the FARC and the Colombian government over ending the 52-year long internal conflict in the country.

## LGBT Personnel in the Armed Forces: Advancing a Position of Inclusivity and Embracing Diversity

June 22, 2016

This Hemispheric Forum addressed the role of LGBT personnel in the armed forces. Themes of advancing inclusivity and openness were discussed. An international panel consisting of officials responsible for the implementation of inclusion policies, including policymakers and senior military leaders from the LGBT community, were present.



### Photos from top to bottom:

Ambassador Adam Blackwell, Former Secretary for Multidimensional Security Organization of American States, speaks as a panelist at the Evolving Threats forum.

Professor Pat Paterson engages in a discussion with Bernard Aronson regarding the Colombian internal conflict.

Ms. Amanda R. Simpson, Deputy Assistant Secretary of Defense for Operational Energy moderating the LGBT panel.

# GOVERNANCE PROGRAMS:

The Office of the Secretary of Defense has directed that the Department will “promote principles vital to the establishment of defense institutions that are effective, accountable, transparent, and responsive to national political systems, especially regarding good governance, oversight of security forces, respect for human rights, and the rule of law.” While nurturing stronger, more capable U.S. partners, Defense Institution Building (DIB) acts as a force multiplier and an enabler for other security cooperation efforts by helping partner nations better project long-term security needs and better manage materiel, technology, training, and education provided by the United States. The Perry Center contributes to DIB efforts in the Americas by supporting the Defense Governance and Management Team and Defense Institutional Reform Initiative with faculty experts and academic resources for programs in Colombia, Guatemala, El Salvador, and Trinidad and Tobago. In FY16, these academic contributions included both in-country implementation programs for which the Perry Center drew on its extensive alumni network and short, intensive workshops in DC at the request of partner nation and U.S. defense officials.



## **Defense Policy and Complex Threats Course (DPCT)**

July 11-22, 2016 · Washington, DC · 33 Participants from 10 countries

The DPCT course was designed for senior security and defense executives to analyze the ever-changing nature of security and defense threats to better assess the capabilities of the state to respond to probable future challenges. This course supported the framework of the Perry Center’s governance programs designed to improve the institutional efficiencies of security and defense in the face of the convergence of threats in the Americas. Students examined a variety of tools including SWOT (strengths, weaknesses, opportunities, and threats), SMART (specific, measurable, attainable, realistic, timely), Delphi Method, and the CAPA (conflict assessment and policy analysis) methodology.

# RESOURCE TO U.S. OFFICIALS:

The Conference of Defense Ministers of the Americas (CDMA), a biennial summit of the secretaries and minister of defense from 34 nation states in the Western Hemisphere, is the premier forum for cooperation on hemispheric defense issues. In preparation for the 2016 summit in Port-of-Spain, Trinidad, the Office of the Secretary of Defense and the Ministry of National Security of Trinidad and Tobago asked the Perry Center to host programs orienting partner nations to the summit's goals and providing background information on such subjects as the evolving role of the military in hemispheric security and humanitarian emergency assistance. In response, the Perry Center organized a Hemispheric Forum in Washington, DC, as well as two "Dialogo" web videos in which senior Trinidadian officials, including the Minister of National Security, discussed objectives for a productive summit.



**Above Photo:**  
Perry Center faculty pose for a group photo with 120 senior leaders at the Fuerzas Comandos Distinguished Visitor Program

Each year, the Commander of U.S. Southern Command convenes three sub-regional meetings with chiefs of defense/security chiefs from South America, Central America, and the Caribbean, at which the region's senior military officials collaborate on current transnational and transregional challenges. These defense leaders articulate a cooperative path forward, and the Perry Center facilitates implementation by convening subsequent Regional Transnational Threats Seminars. These short academic programs convene the intermediate-level officials who will be responsible for actualizing policy and implementing solutions, transnationally and across the interagency.

At the request of Special Operations Command, South (SOCSOUTH), and in collaboration with Joint Special Operations University (JSOU), Perry Center faculty facilitate the senior leader program for Fuerzas Comando, an annual exercise that promotes military-to-military relationships

and increases partner nation interoperability. By lending subject matter expertise and leading academic discussions for distinguished international observers, the Perry Center helps SOC-SOUTH to realize maximum value from this skills competition by relating exercise results to the practical policy decisions these leaders face.

Throughout FY16, Perry Center faculty also delivered guest lectures and expert facilitation for international seminars and courses conducted by JSOU. Speaking on subjects like countering threat financing and illicit networks, professors worked with hundreds of civilian and military officials to explore solutions at the ministerial, national, and regional levels, thus strengthening the partnership regional ministries and armed forces share with U.S. Special Operations Command (USSOCOM).



Roundtable discussion with Dr. Ángel Tello, Secretary for Military Affairs of Argentina. Accompanied by several representatives from the Government of Argentina, including Mr. Walter Ceballos, Secretary for Logistics and Military Coordination for Emergencies; Mr. Jose Luis Vila, Under Secretary for International Affairs; Major General Juan Brocca, Defense Attaché to the United States; and Mr. Carlos Alberto Ramirez, Secretary to the Vice Minister of Defense and Director General for International Defense Policies. Officials from the United States' Office of the Under Secretary of Defense for Policy, including the Deputy Assistant Secretary of Defense for Western Hemisphere Affairs, Dr. Rebecca Chavez, and faculty from the Perry Center also participated in the roundtable.

The Perry Center supported three regional human rights seminars organized by USSOUTHCOM's Human Rights Office in FY16. Professor Pat Paterson addressed international groups of political leaders, scholars, and security and defense officials on U.S. human rights policy, the Leahy Law, and international humanitarian law (IHL) lessons from Iraq and Afghanistan. By providing a subject matter expert who speaks the language of policymakers in Latin America, the Perry Center was able to contextualize and communicate the high value the United States places on human rights.

# WOMEN IN PEACE AND SECURITY:



The Perry Center directly supports the Department of Defense's implementation of the U.S. National Action Plan on Women, Peace, and Security with academic programs that are gender-inclusive and focused on national objectives, including participating in decision-making and protection from sex- and gender-based violence. Women who participate in Perry Center courses and seminars learn the skills and cultivate the professional networks that will enable them to assume roles of greater

responsibility and influence in national defense establishments, and female Perry Center alumni have advanced to become Ministers of Defense, National Security Advisors, and other prominent roles in their respective countries.

**In FY16, of self-nominated applicants selected by Perry Center faculty, 47.3% of selectees were women.**

At the invitation of the highest-ranking female General in the Colombian Army, WJPC Professor Celina Realuyo spoke to over 200 female officers on "The Keys to Leadership and Success in a Globalized World" at the First International Seminar on Women in the Military on March 8, International Women's Day.

In March, at the request of U.S. Northern Command (USNORTHCOM) and in strategic communication support of USNORTHCOM, U.S. Southern Command (USSOUTHCOM), and Civil Affairs Command, Perry Center Professor Pat Paterson moderated two panels on women, peace, and security rights for an audience of 120 foreign military officers and faculty at the Western Hemisphere Institute for Security Cooperation (WHINSEC). Professor Paterson also provided closing remarks for the conference, which highlighted for partner nation militaries the priority the Department of Defense places on National Action Plan objectives.

WJPC hosted a delegation of four Argentine defense professionals as part of USSOUTHCOM's support to the National Action Plan on Women, Peace, and Security. The delegation included Argentina's first female admiral and the Ministry of Defense civilian responsible for overseeing the development and implementation of inclusive gender policies for the Argentine armed forces. Perry Center Professor Alejandra Bolaños and other faculty and staff engaged with Argentine defense officials discussing their respective countries' plans for greater gender inclusion and shared lessons learned from implementation.

In February, at "Women Working for the World: Why Women Matter," a conference for 470 female public, private sector, and civil society leaders, Professor Celina Realuyo discussed the importance of including women in the Colombian peace process, in part because 30% of FARC guerillas are women. The professor examined how a negotiated peace agreement could include specific post-conflict integration measures for women.

# VIRTUAL LEARNING:

The Perry Center uses various virtual platforms, such as video teleconferencing (VTC), Blackboard, YouTube, and other technological platforms, to engage with civilian and military personnel around the world. In 2016, Perry Center faculty members and other experts utilized these digital tools as a means by which to discuss a variety of theoretical concepts, current events, and trends relevant to the analysis of security and defense in the Western Hemisphere.

## 16 video teleconferences broadcast to 11 countries



**Top Left:** Professor of Practice Celina Realuyo speaks on “Collaborating to Combat Transnational Organized Crime” in a video conference with Perry Center alumni, international relations students and professors at UNAM (National Autonomous University of Mexico).

**Top Right:** Professor Guillermo Pacheco speaks with students and staff from Peru’s CEDEYAC course on Security, Stability, Transition, and Reconstruction in May 2016.

**Bottom Left:** Professor Boris Saavedra speaks with students and staff during a CEDEYAC conference.

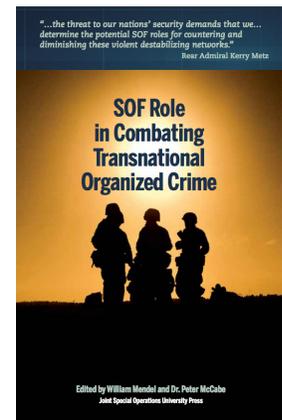
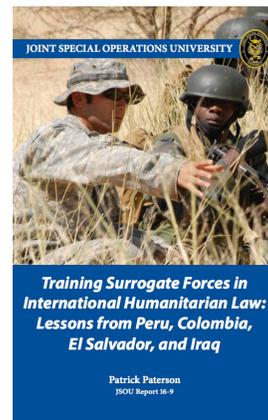
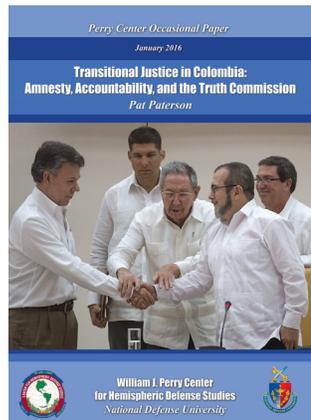
**Bottom Right:** Visiting Professor CAPT Camilo Segovia conducting a virtual meeting with the Municipality of Freye, Argentina in June 2016

### Webinar and Dialogue topics included:

- “The Financial Instrument of National Power: Following the Money to Combat Terrorism and Crime,” Ms. Celina Realuyo, Professor of Practice, Perry Center
- “Narcotrafficking,” CAPT Camilo Segovia, Colombian Navy, Visiting Professor, Perry Center
- “Conceptual Framework for Security and Defense,” Dr. Boris Saavedra, Associate Professor, Perry Center

# RECENT PUBLICATIONS:

The Perry Center publishes original works by faculty, staff, alumni, and international colleagues through a variety of print and digital outlets. The Center's publications include: Security and Defense Studies Review, Occasional Papers, and the Perry Paper Series, as well as special reports and books.



## Selected Faculty Publications, 2015-2016

### Professor Walter Earle

“Contemporary Security and Defense Issues in the Caribbean,” Edited Collection of Essays, William J. Perry Center for Hemispheric Defense Studies (August 2016). Co-edited by Professor Pat Paterson.

### Brig Gen (Ret.) Dr. Boris Saavedra (Venezuela)

“Critical Infrastructure in Latin America: Connected, Dependent, and Vulnerable,” William J. Perry Center for Hemispheric Defense Studies Occasional Paper (April 2016).

### CDR (Ret.) Patrick J. Paterson (U.S.)

“Transitional Justice Colombia: Amnesty, Accountability, and the Truth Commission,” William J. Perry Center for Hemispheric Defense Studies Occasional Paper (January 2016).

“Training Surrogate Forces in International Humanitarian Law: Lessons from Peru, Colombia, El Salvador, and Iraq,” Joint Special Operations University (JSOU) Press (August 2016).

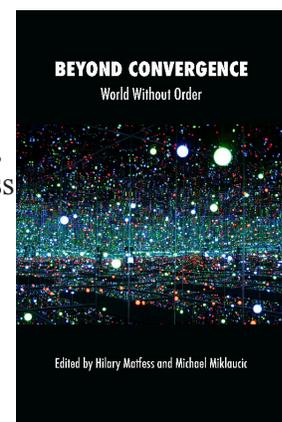
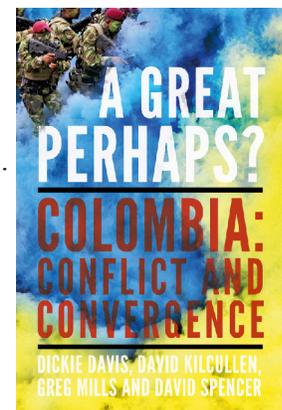
### Professor Celina Realuyo

“The Terror-Crime News,” The Cipher Brief (December 2015).

“ISIS’ Illicit Networks: The Criminalized Caliphate,” The Cipher Brief (January 2016).

“North American Efforts to Combat the Financing of Terrorism,” in *SOF Role in Combating Transnational Organized Crime*, ed. William Mendel and Dr. Peter McCabe, Joint Special Operations University (JSOU) Press (February 2016).

“The ISIS Convergence,” American Foreign Policy Council Defense Dossier (March 2016).



# EDUCATIONAL OUTREACH:

As a part of our commitment to continuing education, the Perry Center's Educational Outreach program supports a variety of formal and informal educational experiences for Perry Center alumni after graduation. These events include in-person and virtual seminars, workshops, and other collaborative activities designed to engage the alumni community, support professional development, build relationships, and foster collaboration. The Perry Center's principal vehicles for these educational outreach programs are its alumni associations and communities of practice.

## **Alumni Networks:**

The Perry Center's Alumni Networks are led by dedicated graduates who assist with the organization of activities on behalf of their local alumni communities. These activities provide a space in which alumni can maintain connections made at the Center and foster relationships with other security and defense professionals in their area of interest.

## **Communities of Practice:**

The Perry Center sponsors tailored, professional communities of practice designed to help graduates build on the knowledge gained and the connections made during a resident course or seminar. These communities are composed of practitioners who share a passion for a topic and are committed to collaborative learning and knowledge creation through regular interaction. Members benefit by building capacity and expertise, cultivating professional networks, and using community resources, ideas, and tools to develop best practices. The Center currently has four active communities: Human Rights and Rule of Law, Governance, Caribbean Defense and Security, and Combating Transnational Organized Crime and Illicit Networks.



**Above:** Perry Center staff along with members from the Colombia Human Rights community of Practice.

**Below:** Graduates of the 2016 Combating Transnational and Organized Crime (CTOC) and Human Rights (HR) rights course.



# FY16 ALUMNI HIGHLIGHTS:

On December 10, 2015, **Brigadier General Rodney Smart** was sworn in as the new Chief of Defense Staff of the Trinidad and Tobago Defense Force.

**General Félix Nuñez** was named Chairman of the Joint Chiefs of Staff of the Armed Forces in El Salvador on January 8, 2016.

On April 28, 2016, the Perry Center's **Jamaican Alumni Chapter** hosted the symposium "Human Trafficking: The Scourge" in Kingston, Jamaica. The brought together over 40 alumni from the Center's past Caribbean Defense and Security courses.

On September 13, 2016 the Perry Center Alumni Association of Guatemala hosted a one-day **Central American Cybersecurity and Cyber defense Forum** at the Guatemala Ministry of Defense. The forum was attended by 152 participants comprised of government officials, private sector civilians, academics, military personnel, members of congress, legislative advisors and over 30 Perry Center graduates from Guatemala, El Salvador, and Honduras.

On December 6, 2016, the Perry Center's **Paraguayan Alumni Association** signed a cooperation agreement with the Ministry of Defense of Paraguay.

See the **Perry Center Alumni Spotlights 2016** publication for a complete listing of alumni activities and accomplishments.

## Photos from top to bottom:

Brigadier General Rodney Smart swearing in as Trinidad and Tobago's Defense Force Chief of Defense Staff.

General Félix Nuñez swearing in as El Salvador's Chairman of the Joint Chiefs of Staff.

A participant speaking at the Jamaican Alumni Chapter's Human Trafficking Symposium.

Event participants gather to view the Perry Center's Hemispheric Forum on Central American Cybersecurity and Cyberdefense Forum hosted by the Alumni Association of Guatemala.

Paraguayan Alumni Association after signing a cooperation agreement with the Ministry of Defense of Paraguay.



# THE PERRY AWARD:

The William J. Perry Award for Excellence in Security and Defense Education is named after the former U.S. Secretary of Defense who was responsible for the establishment of the William J. Perry Center for Hemispheric Defense Studies. Recipients are chosen based on their substantial dedication to enhancing capacity in security and defense, building mutually beneficial relationships, and increasing democratic security in the Americas. Nominees may be educators, practitioners, or institutions of defense and security from throughout the hemisphere or outside the region.

In the institutional category, the Perry Center awarded the 2016 Perry Award to the Technical Secretariat of the National Security Council of Guatemala and the Center for Defense Policy Studies, also of Guatemala. Ambassador Luigi R. Einaudi, a distinguished U.S. diplomat and educator, received the 2016 Perry Award in the individual category. The leadership of the Technical Secretariat has been invaluable in producing a modern and comprehensive understanding of national security in Guatemala. By authoring a national security policy informed by practitioners across government, articulating a five-year strategic plan for realizing these policies, and outlining an agenda for implementation, the Technical Secretariat organized all Guatemalan security and defense actors behind a common set of achievable goals. In awarding the Perry Award to the Technical Secretariat, the selection committee recognized how these efforts contribute to regional security.



Left: Dr. Silvia Marynelly De Leon Garzona accepts the Perry Award on behalf of the Technical Secretariat of the National Security Council.



Right: General Williams Agberto Mansilla Fernandez, Minister of National Defense accepts the Perry Award on behalf of the Center for Defense Policy Studies.

In a few short years, the Center for Defense Policy Studies has emerged as a leading forum for examining and collaborating on pressing national and regional security issues. This unique convening authority is apparent in the broad range of civilian, military, and foreign officials who participate in Center programs, either in person or virtually. With topical programming on such subjects as defense governance and cyber security and a reach that extends beyond the traditional defense establishment, the Center for Defense Policy Studies educates and empowers a global community of practitioners.

The Honorable Luigi R. Einaudi is a retired U.S. diplomat and educator who has dedicated his life to the promotion of multilateral cooperation on hemispheric challenges. In 2000, Ambassador Einaudi was elected Assistant Secretary General of the Organization of American States (OAS) and later served as Acting Secretary General. At the OAS, he supported both the Inter-American Commission of Human Rights and the Inter-American Defense Board, and brokered negotiations to reduce border problems in Central America and to increase democratic space in Haiti. Highlights of his State Department career include twice working on the Secretary's Policy Planning Staff and serving as the U.S. Special Envoy to peace talks between Ecuador and Peru that led to a settlement of those countries' centuries-old territorial conflict. After retiring from the State Department, Ambassador Einaudi rededicated himself as a scholar and educator, teaching at multiple universities and serving as a Distinguished Visiting Fellow at the Institute for National Security Studies at National Defense University.



**Above:** Ambassador Luigi R. Einaudi accepts the 2016 Perry Award in the individual category.

# INTERNSHIP PROGRAM:

The Perry Center’s internship program provides current university students and recent graduates with invaluable experience as research assistants on important defense and security issues. Working side-by-side with the Center’s subject matter experts and interacting with senior officials and dignitaries from 35 Latin American and Caribbean countries, interns offer unique contributions to scholarly exchanges at the Center. While providing support to the Center, the interns also work on their own research interests, writing, and language skills, participate in a professional development program, and attend presentations by dynamic speakers. Interns have regularly published their own work, as well as co-authored papers with Perry Center faculty. Interns also receive individualized career advice and counseling from experienced leaders in government.



**Left:** Perry Center interns attend a tour at the Pentagon. Afterwards, the interns sat down with the Office of the Secretary of Defense, Western Hemisphere Affairs for a discussion on regional security and defense.

**Right:** Interns greet U.S. Southern Command Commander ADM Kurt Tidd after a Perry Center event.

“Interning at the Perry Center was one of the most rewarding experiences I’ve had professionally and academically. I always felt like my time and effort were valued, and I was able to make lasting connections with the professors and other interns. This internship was the highlight of my semester.”

**-Intern Anastasia Sendoun, Fall 2016**

# FELLOWSHIP PROGRAM:

The Perry Center’s fellowship program provides current students pursuing doctoral and post-doctoral degrees with support and assistance on research. Fellows work as independent investigators alongside the Center’s subject matter experts on their respective topics. Additionally, fellows also provide support to the Center and engage and interact with senior officials and dignitaries from across Latin America and the Caribbean.



**Above:** Fellow Thiago Borne Ferreira with Gen Colin Powell at his book signing at National Defense University.

“Upon my arrival to Washington, D.C., the Perry Center has been my second home. It has not only offered me the opportunity to develop my research—thanks to the infrastructure, databases, and support it offers—but it has also offered me the chance to work and connect with people of different backgrounds and interests. The Center has granted me the opportunity to share my experience and knowledge with professors, interns, and staff in addition to engaging in different academic and non-academic activities. Working at the Perry Center has been a fulfilling experience in many aspects, and I look forward to continue to build my relationship with them.”

**-Fulbright Fellow Thiago Borne Ferreira, 2016 - 2017**

# PERRY CENTER RECOGNITION:

## When Work Works Award



**“These employers have excelled at creating effective workplaces yielding tremendously positive results for business success, as well as for their employees’ well-being and productivity.”**

***-Ellen Galinsky, President of Families and Work Institute (FWI)***

The When Work Works Award is awarded to organizations that embrace exemplary, innovative workplace practices to increase business efficiency and employee success. In FY2016, the William J. Perry Center for Hemispheric Defense Studies was honored with a When Work Works Award for the Center’s workplace culture of employee empowerment and flexibility. The Perry Center is proud to be one of a handful of federal organizations to receive this recognition. Applicants are rigorously assessed and must first qualify by ranking in the top 20% of the country’s employers for workplace flexibility programs and practices. Additionally applicants are then evaluated on the following six research-based factors that contribute to cultivating an effective workplace: opportunities for learning, a culture of trust, work/life fit, supervisor support for work success, autonomy, and satisfaction with stipends, benefits, and opportunities for advancement.

# FACULTY & STAFF LISTING:

## Office of the Director

<b>Director</b>	Mr. Mark Wilkins
<b>Chief of Staff</b>	Mr. Jeffrey Murphy
<b>Executive Assistant to the Director</b>	Ms. Maritza Monteverde
<b>Executive Liaison, DSCA, to USSOUTHCOM</b>	Mr. Steve Meyer

## Strategic Plans & Communications

<b>Chief, Strategic Plans &amp; Communications</b>	COL Rob Alvaro, USA
<b>Strategic Program Manager</b>	Mr. Michael Mann

## Academic Affairs

<b>Dean, Academic Affairs</b>	Dr. Scott Tollefson
<b>Professor</b>	Dr. Luis Bitencourt
<b>Associate Professor</b>	Dr. Alejandra Bolaños
<b>Professor of Practice</b>	Dr. William Godnick
<b>Professor of Practice</b>	Mr. Pat Paterson
<b>Professor of Practice</b>	Ms. Celina Realuyo
<b>Professor, SDIB Program</b>	Dr. Salvador Raza
<b>Associate Professor</b>	Dr. David Spencer
<b>Associate Professor</b>	Dr. Boris Saavedra
<b>Professor of Practice, SDIB Regional Coordinator</b>	Mr. Alejandro Aleman

## Management and Administration

<b>Registrar</b>	Mr. Van Beall	<b>Facilities &amp; Logistics Manager</b>	Mr. Henry Tweddle
<b>Assistant Registrar</b>	Ms. Georgina Crovetto	<b>Management Analyst</b>	Ms. Suzanne Heist
<b>Chief, CTO/CIO</b>	Mr. Raul Neine	<b>Program Specialist</b>	Ms. Alicia Torres-Ferrer
<b>Webmaster</b>	Mr. Nick Foreit	<b>Resource Manager</b>	Mr. Luis Castro
<b>Multimedia Specialist</b>	Mrs. Viviana Edwards	<b>Educational Outreach Specialist</b>	Mrs. Kara O’Ryan
<b>Protocol Officer</b>	Ms. Maria Martinez	<b>Assistant Alumni Coordinator</b>	Ms. Molly Albin
<b>Operations Coordinator</b>	Ms. Linda Denning	<b>Academic Assistant/ Intern Coordinator</b>	Ms. Liliana Besosa
<b>Operations Coordinator</b>	Mr. Chris Hannigan		



**Department of Defense**  
 Office of the Secretary of Defense  
 The Pentagon  
 Washington, DC 20301  
[www.dod.gov](http://www.dod.gov)



**United States Southern Command**  
 3511 NW 91st Ave.  
 Miami, FL 33172-1217  
[www.southcom.mil](http://www.southcom.mil)



**United States Northern Command**  
 250 Vandenberg, Suite B016  
 Peterson AFB, CO 80914-3808  
[www.northcom.mil](http://www.northcom.mil)



**Defense Security Cooperation Agency**  
 2800 Defense Pentagon  
 Washington, DC 20301-2800  
[www.dsca.mil](http://www.dsca.mil)



**National Defense University**  
 Fort Lesley J. McNair  
 Washington, DC 20319-5066  
[www.ndu.edu](http://www.ndu.edu)



**William J. Perry Center for  
 Hemispheric Defense Studies**  
 Abraham Lincoln Hall  
 260 5th Ave., Bldg. 64  
 Fort Lesley J. McNair  
 Washington, DC 20319-5066  
[chds.dodlive.mil](http://chds.dodlive.mil)

