

# William J. Perry Center for Hemispheric Defense Studies

## FY2013 ANNUAL REPORT



Photos: Courtesy of NDU and Perry Center Multimedia

# THE PERRY CENTER IN BRIEF

## Our Mission

Established by the U.S. Secretary of Defense 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.

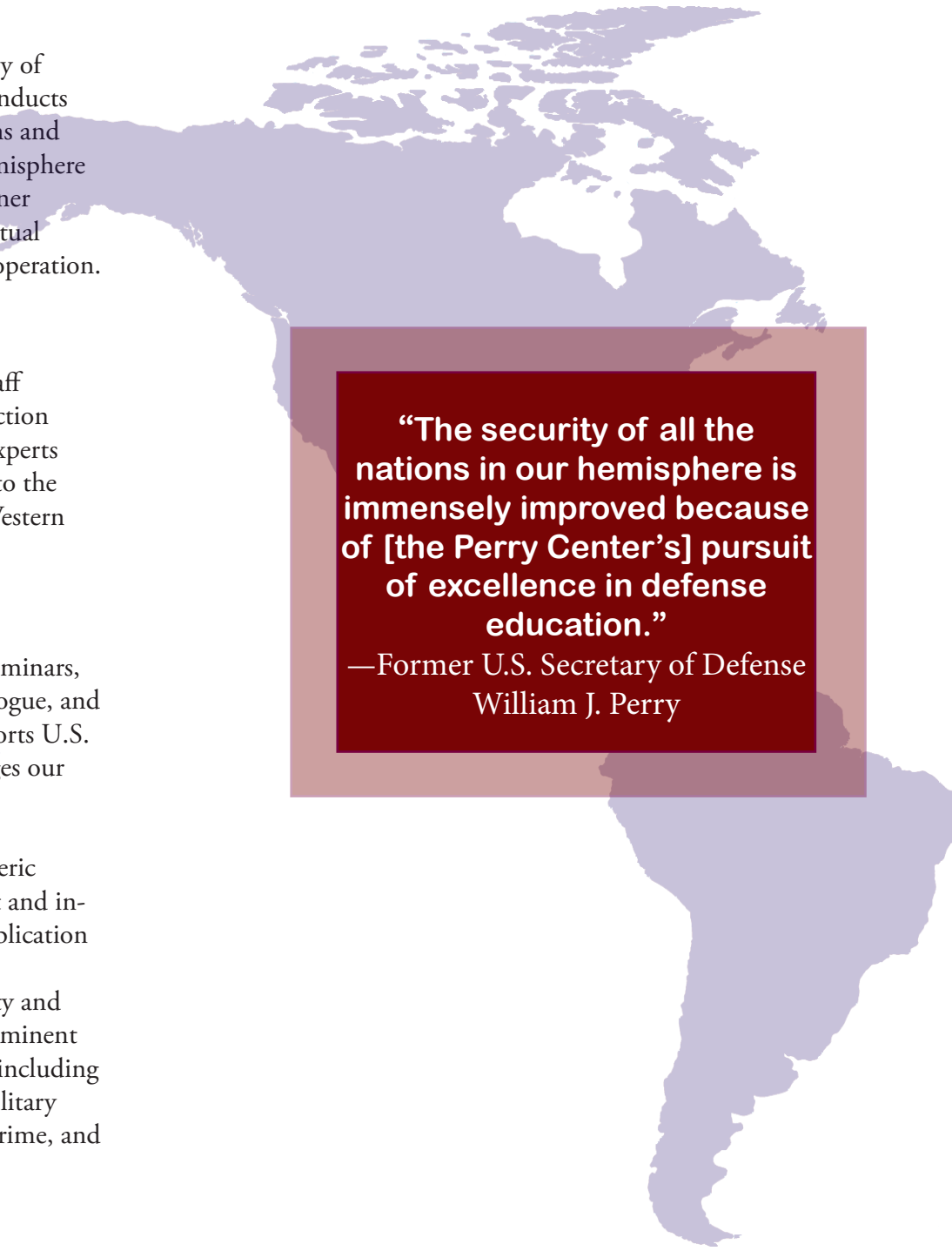
## Who We Are

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

## What We Do

Through educational courses, seminars, outreach, analysis, strategic dialogue, and research, the Perry Center supports U.S. defense policymakers and engages our partners 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 continually address 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

# FY 2013 ANNUAL REPORT

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# MESSAGE FROM THE ACTING DIRECTOR

When this Center opened in 1997, it was nearly impossible to foresee its evolution into the Western Hemisphere's premier defense and security education institution. One man played a pivotal role in laying the foundation of the Center for Hemispheric Defense Studies, however, and it is in recognition of his work that CHDS became the "William J. Perry" Center for Hemispheric Defense Studies (the Perry Center, or WJPC). On April 2, 2013, the Center hosted a ceremony featuring then-Deputy Secretary of Defense Ashton Carter and Dr. Perry himself.

FY2013 was also a year of transition for another reason: Dr. Richard Downie, having served as CHDS Director for nine years, ended his term on a high note as it coincided with the name redesignation ceremony. As then-CHDS Deputy Director, I stepped into the role of Acting Director in April, and have worked hard to further the diverse and high-impact programs that the WJPC carries out throughout the Western Hemisphere.

In spite of a range of challenges, the Center's team of experts and slate of top-notch programs endured, ultimately making FY2013 one of the most successful years in Center history. The faculty and staff continue to respond to changing regional contexts and stakeholder requests, adapting and innovating programs, including outreach events, resident and in-region courses, and publications, to meet those needs.

In November 2012, the Conference of Defense Ministers of the Americas (CDMA) took place in Montevideo, Uruguay. While in previous years CHDS participated in informal meetings surrounding CDMA events, FY2013 was the first year Dr. Downie and a CHDS



team were invited to participate in preparatory meetings for the X CDMA.

On Friday, February 22, 2013, the Center inaugurated the new *Pasillo de los Próceres* (Founders' Hallway) in Abraham Lincoln Hall. The *Próceres* project, which includes portraits of 42 individuals representing 34 countries in the Western Hemisphere and Spain, has been under way since December 2008, when the Center first moved into Abraham Lincoln Hall. Many of the portraits are gifts bequeathed to the Center from visiting foreign delegations, including regional Defense Ministers and senior members of the local diplomatic corps. Additionally, Perry Center alumni associations throughout the Hemisphere donated several. The Center has also compiled a program of brief descriptions of the Founders and their impact on the establishment of each nation. The collaborative effort through which the artwork and biographies were acquired from members of the wider Hemispheric community perfectly illustrates the spirit of partnership and collaboration that serves as the Center's foundation.

FY2013 was a busy year for the Center, during which time it hosted four Hemispheric Forums, in addition to

numerous other visits, courses, events, and seminars, and presented two William J. Perry Awards to well-deserving candidates. Our faculty and staff participated in dozens of video-teleconference and webinar presentations with foreign audiences and interacted with 12,000 program and outreach activity participants both here at the Center and in-region.

The Perry Center celebrates the wider community of scholars and practitioners (many of whom are our alumni) who also achieved success through partnership with, or based on the educational foundation of, the Center. Our alumni published thought-provoking and cutting-edge documents on key security and defense topics and developed and offered advanced security and defense educational opportunities at both government and nongovernment institutions. They also drafted, coordinated, and published national security policies, national defense policies, and White Books, and moved forward to coordinate and collaborate in an ever-expanding community of intellect and practice. Our alumni, through local alumni associations, actively educated their countries on security and defense topics, contributing to mutual trust and confidence. Our partner institutions expanded opportunities to government and nongovernment individuals by offering new advanced degrees and certifications in security and defense studies. Lastly, the incredible individuals of the Perry Center team maintained a very busy schedule of events, expanding distance learning and virtual collaboration programs while responding to a myriad of requests from alumni and partner institutions alike.



Dr. Perry, Mr. LaPlante, Dep. Secretary of Defense Ashton Carter, and Dean John Thompson unveil the new logo.

In August 2013, the Center was honored with the Alfred P. Sloan Award for Excellence in Workplace Effectiveness and Flexibility, the only Defense Department institution to receive this award. The about 300 award-winning employers range in size from as few as 10 employees to as many as 240,000 employees, and they are found in more than 250 communities nationwide. The winners' practices include traditional offerings such as telecommuting and more innovative approaches such as allowing employees to control their hours.



This past year, we also took time to recognize the hard work of individuals and institutions that contribute to regional security and defense education with the annual William J. Perry Award for Excellence in Security and Defense Education. Since 2007, the Center has awarded the Perry Award to individuals and institutions to recognize their significant contributions in the field of security and defense education. Awardees are chosen for their achievements in promoting education, research, outreach, and knowledge-sharing on security and defense issues that affect the Western Hemisphere. These efforts have often resulted in the enhancement

of security and defense capacity, the advancement of a cooperative international security environment, and the fostering of effective civil-military relations, consistent with the Perry Center's core values. In September 2013 the Perry Center presented an individual Perry Award to former Paraguayan Minister of Defense Dr. María Liz García de Arnold and an institutional Perry Award to the Colombian National War College (the *Escuela Superior de Guerra de Colombia*, or ESDEGUE, in Spanish).

Perry Center alum Dr. María Liz García de Arnold's distinguished career and devotion to human rights and



Dr. María Liz García de Arnold

modernization of her country's national security institutions make her an exemplary selection for this year's Perry Award. On June 25, 2012, she became Paraguay's first-ever female Minister of Defense. During her tenure, she drove the development and articulation of the country's first official national defense strategy. She consistently promoted women as leaders in both the military and civilian institutions of government, and has played an integral role in the enhancement of security and defense education in Paraguay. As Director (and founder) of the Post-Graduate School of Development, Security, Defense, and Human Rights at the Metropolitan University of Asunción, she has expanded and modernized the curriculum, making the processes and institutions of national security and defense accessible to a wider audience in Paraguay.



Representatives of ESDEGUE with Dr. Downie and Mr. LaPlante

ESDEGUE educates and trains senior officers of the Colombian armed forces as well-rounded leaders in the fields of national security and defense. For over a century, ESDEGUE has solidified itself as the center of military strategic thinking in Colombia. Through an internationalist lens, ESDEGUE promotes joint strategic doctrine as the means for winning military engagements, consolidating peace, and contributing to the development of Colombia and the Americas.

The following report enumerates and illustrates the achievements of the Perry Center during FY2013. In an era that necessitates unprecedented international cooperation and dialogue, the Perry Center continues to be a driving force for partnership-building, regional cooperation, and dialogue on defense and security issues in the Western Hemisphere. As we move into 2014, we see challenges as well as opportunities on the horizon. We will continue to meet or exceed what is expected of us. We look forward to working together with the broader Hemispheric community for a better, more secure Americas. As always, the Perry Center faculty and staff appreciate your observations, comments, and critiques.

*Kenneth A. LaPlante*  
Acting Director

William J. Perry Center for Hemispheric Defense Studies

# EDUCATION



The diverse and comprehensive [educational programs](#) of the Perry Center offer invaluable learning and relationship-building opportunities for members of the Western Hemisphere security and defense community.

Our faculty includes professional academics and prominent practitioners from the highest levels of government, all of whom work together to develop a robust and challenging curriculum that addresses a wide range of topics based on a theoretical framework and a nuanced (and, often, firsthand) appreciation for the regional historical context faced by our partner nations.

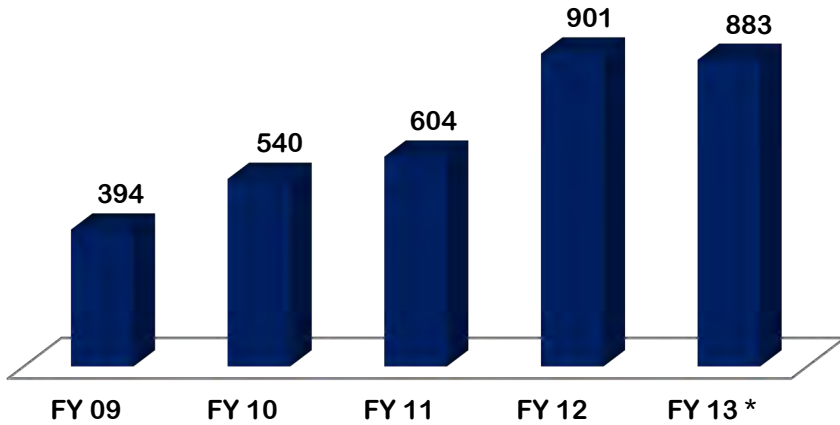
Our 2013 resident courses were split among four levels: Foundational, an introduction to political theory and strategy; Specialized, which are thematically focused on security and whole-of-government topics targeted to alumni; Advanced, which are graduate-level and take advantage of the subject-area expertise of our faculty and explore high-level policymaking and organization in depth; and Strategic, which are short-term, intensive educational events for senior executives to sharpen their specific and actionable policy-management skills and analyze lessons learned from former ministers and presidents (all of which can be immediately applied upon return to the individual's home nation). All resident courses now include an online distance-learning phase, a (virtually cost free) pre-residence preparation that ensures students arrive at the Center fully ready to dive into their studies.

The Perry Center has done much in recent years to expand its educational offerings while reducing costs to stakeholders and partners. In response to growing interest in these courses, the Perry Center faculty has designed in-region courses tailored to specific audience needs and carried out in partnership with partner nation agencies. Finally, the Perry Center's unique NationLab exercise remains an especially sought-after event, combining hands-on experience in the formulation of policy and problem-solving.



# FY2013 Graduates

## Graduate Totals by FY



\*The decrease in total graduate number between FY12 and FY13 is due to certain in-region events that occurred in FY12 but did not run in FY13 as a result of both budgetary and political reasons in those countries.

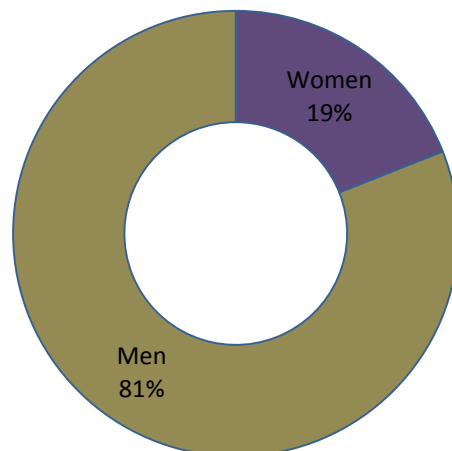
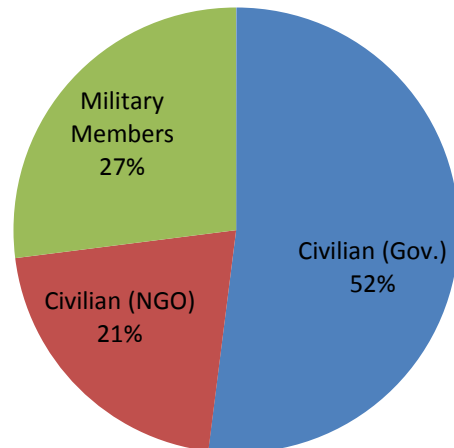
This year, the Perry Center continued a positive trend of graduate totals through a combination of resident and in-region courses that showcased the innovation and adaptability of the Center's faculty and staff.

### FY13 Highlights

- Countries such as Colombia, El Salvador, and Guatemala dramatically increased participation in Perry Center courses.
- The Center achieved its goal of at least a 50/50 split between civilian and military graduates from Mexico.
- Demand remained high for courses, seminars, and NationLabs throughout the region.

The Perry Center strives to recruit a diverse cross-section of regional policymakers, members of the military, government and non-government professionals, and academics for all of its courses. By the end of FY2013, the number of Perry Center course graduates (Fellows) reached 6,498. Among our graduates:

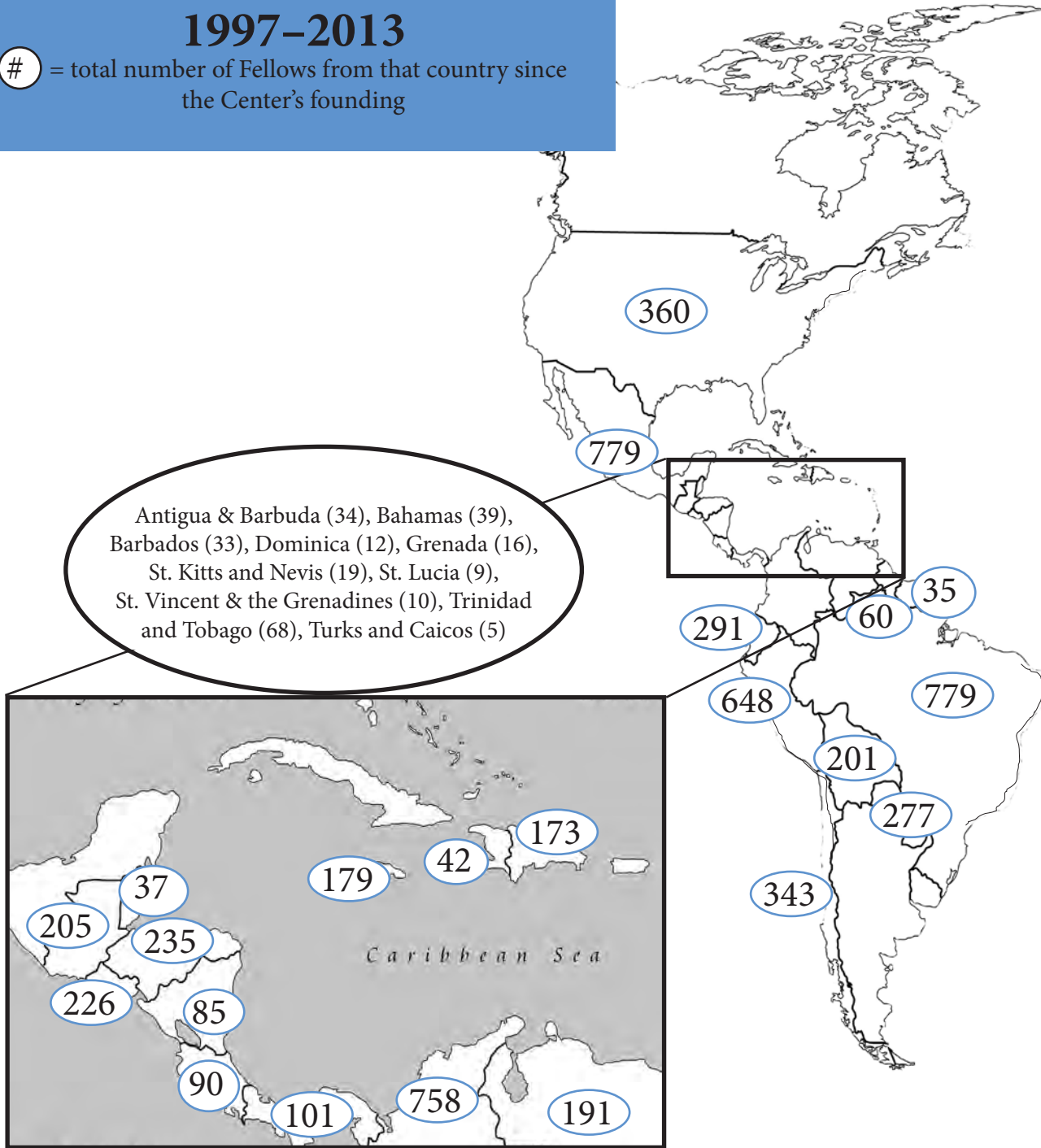
- **Civilians (73%)**
  - 52% government employees (Ministries of Defense, Interior, Foreign Relations, Economy, Justice), police, legislators and staff, etc.
  - 21% non-government personnel (media, academics, think tanks, NGOs, business community)
- **Military (27%)**
- **Women (19% of total)**



# Perry Center Fellows

## 1997–2013

# = total number of Fellows from that country since the Center's founding



# FY2013 Courses

## Foundational Level

### STRATEGY AND DEFENSE POLICY (SDP)

Mar. 4–22, 2013

- 59 Participants

21 Nations Represented:

Argentina, Belize, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Spain, United States, Uruguay, Venezuela

Sep. 23–Oct. 11, 2013

- 60 Participants

16 Nations Represented:

Argentina, Belize, Bolivia, Brazil, Chile, Colombia, Dominican Republic, Guatemala, Honduras, Mexico, Panama, Paraguay, Peru, Spain, 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 the Perry Center's unique table top simulations help students apply class concepts to a realistic (yet hypothetical) scenario.

### CARIBBEAN DEFENSE AND SECURITY COURSE (CDSC)

Jun. 10–21, 2013

- 45 Participants

18 Nations Represented:

Antigua & Barbuda, Bahamas, Barbados, Belize, Canada, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, Mexico, Peru, St. Kitts & Nevis, St. Vincent & Grenadines, Suriname, Trinidad & Tobago, United States

Issues examined: international and national security environments and processes; defense and security policy formulation and implementation; resource management; civilian-military and law enforcement cooperation; defense economics; transnational security issues; and interagency and international coordination in order to produce more effective national security and defense policies.



# Courses, continued



## Specialized Level

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

Oct. 22–Nov. 2, 2012

- 19 Participants

10 Nations Represented:

Bolivia, Brazil, Colombia, Costa Rica, Guatemala, Honduras, Mexico, Panama, Peru, United States

Issues examined: international norms and human rights; rule of law; laws of war and military force; transitional justice (including amnesty, impunity, and reparations for victims); and humanitarian intervention.



### COMBATING TRANSNATIONAL ORGANIZED CRIME AND ILLICIT NETWORKS (CTOC)

Nov. 26–30, 2012 (at SOUTHCOM HQ)

- 31 Participants

Sep. 23–27, 2013 (at DOJ HQ in Bogotá, Colombia)

- 85 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.



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

Apr. 16–27, 2013

- 39 Participants

14 Nations Represented:

Belize, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Panama, Paraguay, 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 takes place in Washington, DC, and the second week is held at NORTHCOM Headquarters in Colorado Springs, CO.

# Courses, continued

## Advanced Level

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

Oct. 15–Nov. 2, 2012

- 58 Participants

15 Nations Represented:

Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, Guatemala, Mexico, Nicaragua, Paraguay, Peru, Uruguay, Venezuela

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)

Oct. 15–Nov. 2, 2012

- 48 Participants

10 Nations Represented:

Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Guatemala, Mexico, Peru, United States

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)

Oct. 15–Nov. 2, 2012

- 15 Participants

9 Nations Represented:

Belize, Brazil, Chile, Colombia, El Salvador, Peru, Trinidad & Tobago, United States, Uruguay

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

### ADVANCED DEFENSE POLICY (ADP)

*Special Course for the Inter-American Defense College*

Feb. 11–Mar. 1, 2013

- 62 Participants

15 Nations Represented:

Brazil, Canada, Chile, Colombia, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Mexico, Panama, Peru, Spain, United States

Issues Examined: international relations theory, strategy, defense policy, and defense analysis. Focus on conception, formulation, implementation, and evaluation skills with regard to defense policy.



# IN-REGION COURSES

The Perry Center is now in its second full year of offering in-region courses. These courses, conducted entirely on-site at partner institutions in the region, increase the Center's visibility in the Hemisphere and shorten the distance between classroom discussions and the defense policy careers of the students. The Perry Center also conducts customized courses tailored specifically to the needs of a requesting government or partner institution. In FY2013, the Perry Center conducted the following in-region and special courses:

- Oct. 8–12, 2012, Colombian Police CAPSTONE Seminar\*
- Jun. 24–28, 2013, Crisis Management Course for the Mexican Intelligence School, ESISEN\*
- Aug. 5–Sep. 5, 2013 (3 weeks virtual, 1 week in Honduras), Strategic Information Course for Honduras Defense University\*
- Sep. 9–13, 2013, CDSC for University of West Indies (UWI)

\* = That partner nation provided a majority of the funding for course.

## 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 multinational operations in contexts such as disaster relief). In FY2013, the Perry Center carried out two NationLab exercises in the region.

### **Naval War College (CESNAV)**

Mexico

Nov. 5–9, 2012

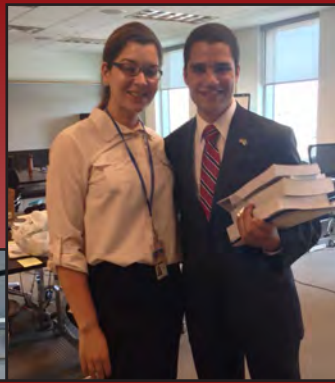
- Topic: the interagency and international fight against transnational organized crime
- Participants: 155, including 10 admirals from the Mexican navy, other Mexican officers, and government representatives from Guatemala, Canada, and U.S. agencies (USNORTHCOM, USSOUTHCOM, DEA, State, and others.)

### **College of Advanced Strategic Studies (CAEE)**

El Salvador

May 20–24, 2013

- Topic: interagency response to transnational organized crime and gang violence
- Participants: 34 students representing both military and civilian national security decision-making agencies.



“I left the Center much more familiar with the inner workings of the U.S. Department of Defense and its international relationships with countries across the globe. My time at the Perry Center has definitely made an impact on my academic and professional career, and I made some great friends in the process.”  
—Katy Robinson, 2013 Intern



## 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 2013, the Center offered developmental assignments to 53 individuals, primarily focused on providing research support to the Perry Center faculty and staff. The 53 interns came from colleges and universities throughout the United States as well as Mexico, Brazil, and Colombia and were a mix of undergraduates, 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. The Perry Center internship program provides a phenomenal opportunity for students exploring careers in the Western Hemisphere security and defense community. Additionally, interns contribute immensely to the environment of scholarly exchange at the Center. For example, in 2013 Professor Patrick Paterson and intern Rory Flynn co-published a *Regional Insight* on regional disputes in Latin America. Former intern Abbott Matthews also published a scholarly article comparing the political upheaval in Honduras and Paraguay in the *Security and Defense Studies Review* this year. 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.

# OUTREACH

In FY2013, the Perry Center staff worked closely with foreign partners and the U.S. Embassy Country Team in many countries to develop targeted academic exchange programs to deliver appropriate and timely content to emerging leaders in the region; to learn about the initiatives of regional institutions; and to reinforce America's role as the international partner of choice for security and defense collaboration—both strategic and academic. Perry Center faculty and staff undertook many outreach activities this year, including: Hemispheric Forums, VTC and webinar events, organizational briefings and discussions with foreign delegations, the signing of Academic Agreements with partner institutions, and visits to the region including workshops and seminars.

This year, the Center also received visits from partner institutions, policymakers, national security students, and military officials, including:

- Paraguayan War College (IAEE)
- Guatemalan High Strategic Studies Course (COSEDE)
- Universidad Autónoma de Nuevo León (UANL)
- Inter-American Air Force Academy (IAAFA)
- U.S. Marine Corps War College (MCWAR)
- Brazilian Army's Chief of Staff
- Mexican National Defense College (CDN)
- Brazilian Delegation to the Inter-American Defense Board
- Colombian National War College (ESDEGUE)
- Representatives of the Chilean Vice-Minister of Defense
- Chilean National Academy of Political and Strategic Studies (ANEPE)
- Western Hemisphere Institute for Security Cooperation (WHINSEC)
- Brazilian Navy Senior Service College
- Representatives of the Brazilian Minister of Defense
- Former Paraguayan Minister of Defense María Liz García de Arnold





# HEMISPHERIC FORUM

The [Hemispheric Forum](#) is a unique Perry Center event 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 standard 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, 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 2013, the Perry Center hosted four Hemispheric Forum events, reaching a combined audience of more than 3,000 individuals.

## Colombia's Peace Negotiations

Feb. 6, 2013

### Panelists:

- Eric Farnsworth, Vice President of Americas Society/Council of the Americas
- AMB Carlos Urrutia, Colombia's Ambassador to the United States
- David Spencer, Perry Center Professor
- Stephen Johnson, CSIS Americas Program Director
- Ray Walser, Senior Policy Analyst on Latin America at the Heritage Foundation
- Gen. (ret.) Carlos Ospina, Perry Center Chief of Defense Chair



## Reducing Violence in Central America

Mar. 20, 2013

### Panelists:

- Celina Realuyo, Perry Center Professor
- AMB Francisco Roberto Altschul Fuentes, El Salvador's Ambassador to the United States
- Diana Villiers Negroponte, Nonresident Senior Fellow with the Latin America Initiative at the Brookings Institution
- Clare Ribando Seelke, Specialist in Latin America at the Congressional Research Service
- Eric Olson, Associate Director of Wilson Center Latin America Program
- Steven Dudley, Co-Director of Insight Crime

## The Future of ALBA

Jun. 18, 2013

### Panelists:

- Boris Saavedra, Perry Center Professor
- Isaac Cohen, Former Director of the Washington Office of the UN Economic Commission for Latin America and the Caribbean
- Col. (ret.) Kris Cuello, international security consultant
- AMB (ret.) Roger Noriega, Founder and Managing Director of Visión Américas



## Coping with Opposition to the U.S. in Parts of Latin America

Sep. 26, 2013

### Panelists:

- Pat Paterson, Perry Center Professor
- Peter Hakim, President Emeritus and Senior Fellow at the Inter-American Dialogue
- Douglas Farah, President of IBI Consultants and Senior Fellow at the International Assessment and Strategy Center
- Eric Farnsworth, Vice President of Americas Society/Council of the Americas
- María Liz García de Arnold, former Minister of Defense of Paraguay

# PARTNER INSTITUTIONS

In FY13 the Regional Outreach program conducted activities in Barbados, Chile, Costa Rica, Ecuador, El Salvador, Honduras, Mexico, Trinidad & Tobago, and Uruguay, engaging with more than 1,100 participants in those countries. These outreach trips established new and important partnerships with institutions in Honduras (Universidad de Defensa de Honduras), Trinidad & Tobago (University of Trinidad & Tobago), and Chile (Academia de Guerra Naval) and also strengthened and further developed existing relationships with regional institutions. One result of these activities is a series of new video conference programs. In Honduras and Chile, specifically, these outreach trips provided an important and necessary platform for local alumni networks to work with each other and plan for continued engagement.



Perry Center leadership VTC with Honduran military



Dr. Bitencourt speaks with students from Peru's Centro de Altos Estudios Nacionales (CAEN)

## AGREEMENTS OF ACADEMIC COOPERATION

In FY2013, the Perry Center enhanced its partner institution program, expanding Agreements of Academic Cooperation with institutes and education organizations throughout the Hemisphere that outline mutually beneficial programs of academic exchange and collaboration on research, teaching, and outreach activities. The intent of the partner institution program is to establish, expand, and sustain viable “communities of practice” in security and defense affairs. To further this aim, the Center works with Western Hemisphere partner institutions to provide educational opportunities that assist capacity building and expand the Perry Center community through increased visibility and the reinforcement of our ties with alumni who have gone on to establish and lead regional partner institutions. The Center added a unique aspect to the academic agreements—the accreditation by some partner institutes of the Center’s courses so graduates could return home and initiate or advance their studies at the Certificate or Master’s level.

The Center has signed Agreements of Academic Cooperation with 13 institutions in 7 countries, and is in the process of establishing 19 more Agreements throughout the Hemisphere. The Agreements describe several areas of proposed collaboration, such as the conduct of joint research efforts, the sharing of academic materials, the participation in teleconferences, faculty exchange programs, and the potential for awarding graduate course credit for partner-institution students who participate in Perry Center programs.



The Perry Center signed an Academic Agreement with the Autonomous University of Nuevo Leon in FY2013



RADM Sievers, Director of ANEPE-Chile, renews Academic Agreement during visit to the Perry Center

# ALUMNI NETWORK



■ =Alumni Association  
■ =In Process of Forming

The Perry Center [alumni network](#) forms the cornerstone of the Western Hemisphere security and defense communities of interest and practice. While traveling in-region for courses and events, faculty and staff often engage with the extensive alumni communities in those countries. Sustained and flourishing relationships with alumni have, in fact, opened many doors to both partner governments and institutions for the Perry Center. Alumni occupy prestigious positions in policymaking, the military, academia, and the NGO community, and they often seek opportunities to engage with Perry Center experts on topics of mutual interest.

For example, in September 2013 the Perry Center presented a customized national security seminar in Jamaica to members of the Ministry of National Security, Constabulary Force, and Defense Force. Members of the Perry Center alumni association in Jamaica facilitated the event and many Jamaican security and defense professionals enjoyed an unparalleled opportunity to learn about the Perry Center and about U.S. defense priorities.

Additionally, two new Perry Center alumni associations were formed in Mexico City and Costa Rica, and reenergized alumni networks in all visited countries held special activities because of the presence of the Perry Center team.

Whether through in-person events or virtual encounters (using web-based video teleconference technology), the Perry Center connects with the extensive alumni network often, bolstering and enriching mutually beneficial relationships.

There are 23 alumni associations in the Western Hemisphere, including: Argentina, Belize,\*\* Bolivia, Brazil,\*\* Caribbean Region, Chile, Colombia, Costa Rica,\* Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti,\*\* Jamaica, Mexico,\* Panama, Paraguay, Peru, Trinidad & Tobago, United States, Uruguay, and Venezuela.

\*=new in 2013, \*\*=in process of forming



# WORKSHOPS AND SEMINARS

## National Security Planning Workshop (NSPW)

In 2004, the Center developed the [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.

In July 2013, a team from the Perry Center assisted the Government of Guatemala in the assessment of the advances produced in its National Security Plan. The Perry Center team joined 65 representatives of the Guatemalan Government to analyze the advances produced in that country's National Security Plan and examine ways to facilitate the plan's implementation. During the three-day workshop, the team developed the initial level of interagency coordination and communication among key participants at a senior working level. A significant outcome was the identification of existing plans in the institutions, as well as task-related actions required to implement the National Security Plan. Key highlights of the event included keynote addresses by Minister of Government Mauricio Lopez Bonilla and Vice Minister of Foreign Affairs Carlos Raul Morales.



## Ministerial Workshop Series for Panama

In support of PANAMAX 13, faculty from the Perry Center conducted a tabletop exercise on August 2, 2013, to assist senior cabinet officials and the leadership of the Public Forces of the Government of Panama in responding to possible security threats. The exercise used an interagency team to generate a response to hypothetical terrorist attacks on key infrastructure supporting operations of the canal. This is the second year in a row that the Perry Center has conducted an exercise for senior Panamanian officials as a precursor event for PANAMAX. Previous exercises were cited by government ministers as instrumental in preparing the government and the country to respond to crisis situations more effectively. Following the completion of the trip, Minister of the Presidency Henríquez sent a letter of gratitude to U.S. Ambassador to Panama Jonathan Farrar, writing, “These tabletop exercises have given us effective tools to enhance our interagency communications, significantly improving our response times in case of natural disasters, such as those which occurred in November 2012. Because of this we consider it of vital importance to continue with this type of support from your Government and the Perry Center.”

For busy civil and military policy professionals, Perry Center faculty-facilitated [seminars](#) range in duration from 2 to 5 days and are tailored to specific and timely issues in Hemispheric defense and security. Along with seminars designed for partner institutions and defense academies in the region, seminars on emerging transnational threats and interagency coordination taught by Perry Center experts remain in high demand throughout the Hemisphere.

In FY2013, the Perry Center conducted the following seminars:

- Southern Cone Regional Outreach Seminar, Nov. 12–16, 2012
- Mexico CASEDE Seminar, Nov. 14–16, 2012
- Inter-American Defense College Human Rights Seminar, Dec. 11–13, 2012
- Counterterrorism Workshop for Peruvian Intelligence School, May 6–10, 2013
- Strategy Seminar for Colombian Joint War College (ESDEGUE-CAEM), May 15–17, 2013
- Andean Ridge Regional Outreach Seminar, Aug. 12–15, 2013
- ESDEGUE Force Design Seminar, Aug. 14–16, 2013



# TECHNOLOGY AND 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 Resources 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 important regional news articles compiled by the Perry Center editorial staff, with a total readership of more than 3,100. [Subscribe here](#).

## Video-teleconference (VTC) Programs

The Center uses VTC technology (including web-based programs through [chds.net](http://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 FY 2013 the Center connected with more than 987 participants in videoconferences that were coordinated in conjunction with alumni associations (El Salvador and Mexico) and partner institutions (Honduras, Chile, Trinidad & Tobago, and Argentina). 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 community. Many of these videoconferences were recorded and made available to the larger community and can be found on the [Perry Center video library](#) and through the alumni office.



## FY2013 Research Topics

- Disarmament, demobilization, and reintegration of the FARC
- Mexico's CTOC under a New President
- Governance in a Globalized World: CTOC Colombia and Peru
- Following Organized Crime Money: Peru, Mexico, Panama, Colombia
- Cybersecurity Strategy: Jamaica Case
- Extraregional Actors in Latin America
- Brazil as a Regional Power
- Private Security in Central America
- Impact of the Violence in LATAM
- Security Sector Reform: Chile, Colombia, and Guatemala
- Maritime Claims Arbitration: Colombia-Nicaragua, Chile-Peru
- El Salvador Coalition Operations
- Measuring Military Autonomy in Latin America
- Nuclear Reactors in Argentina, Brazil, Chile, and Mexico
- US Defense Policy Latin America
- US-Mexico CTOC Bilateral Cooperation
- Application of Logic in Strategy
- Nicaragua's Counterinsurgency 1980-1989

Perry Center faculty members undertake research projects at the request of stakeholders and regional partners, and the collaborative efforts of our faculty ensure that each of our research products represents the high level of expertise and critical thinking for which the Center has received acclaim. 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 wonderful 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 view into current events and issues at work in the Hemisphere. Whether through international travel (which is often accomplished in conjunction with outreach activities, academic event participation, or in-region courses) or through correspondence or VTC technology, faculty make the most of each opportunity to gain insight for their ongoing research projects.

The Center supports its faculty research by offering several outlets for prestigious 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 *Security and Defense Studies Review* academic journal, *Regional Insights*, and *Occasional Papers*, the Center offers compelling analysis and unique perspectives on events and trends in the Hemisphere, security strategies, and the regional and country-specific specialties of our authors.

In 2013, the Center also launched the new Perry Paper Series, which highlights important topics in Western Hemisphere security and defense and recognizes cutting-edge research and scholarship on those issues. The inaugural edition of the Perry Paper Series (printed in FY2014), *The Strategic Dimension of Chinese Engagement with Latin America*, by Dr. R. Evan Ellis, covers one of the most significant and timely topics in the Americas region: the growing relationship between China and the countries of the Western Hemisphere.

The following is the list of published works in FY2013:

## *Security and Defense Studies Review*

- [Vol. 13, various contributors](#)
- [Vol. 14, various contributors](#)

## *Occasional Papers*

- [“Strategy and Why It’s So Hard to Get Right,”](#) Cynthia Watson (Dec. 2012)
- [“Pushing the Limits of Security and Defense Cooperation,”](#) Richard D. Downie (Mar. 2013)
- [“Balance Estratégico Hemisférico,”](#) Isidro Sepúlveda (Mar. 2013)
- [“Conflict Resolution in Colombia,”](#) Pat Paterson (Jun. 2013)
- [“Collaborating to Combat Illicit Networks through Interagency and International Efforts,”](#) Celina Realuyo (Aug. 2013)

## *Regional Insights*

- [“China, S.A. as a Local Company in Latin America,”](#) Evan Ellis (May 2013)
- [“Border Disputes in Latin America,”](#) Pat Paterson and Rory Flynn (Sep. 2013)

In addition to publishing internally, many of our faculty members are published in prominent security and defense outlets and are referenced in news articles for their expertise on the region.

All recent Perry Center publications are available at: [chds.dodlive.mil/publications/](http://chds.dodlive.mil/publications/).



# William J. Perry Center for Hemispheric Defense Studies

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Assistant Professor

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Assistant Professor  
Assistant Professor  
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Student Support  
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Protocol  
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Web Technician  
Database Specialist

Mr. Raul Neine  
Mr. Nick Foreit  
Ms. Alicia Beall\*

\* indicates that employee is an Educational Support Contractor

Reflects personnel as of September 30, 2013





