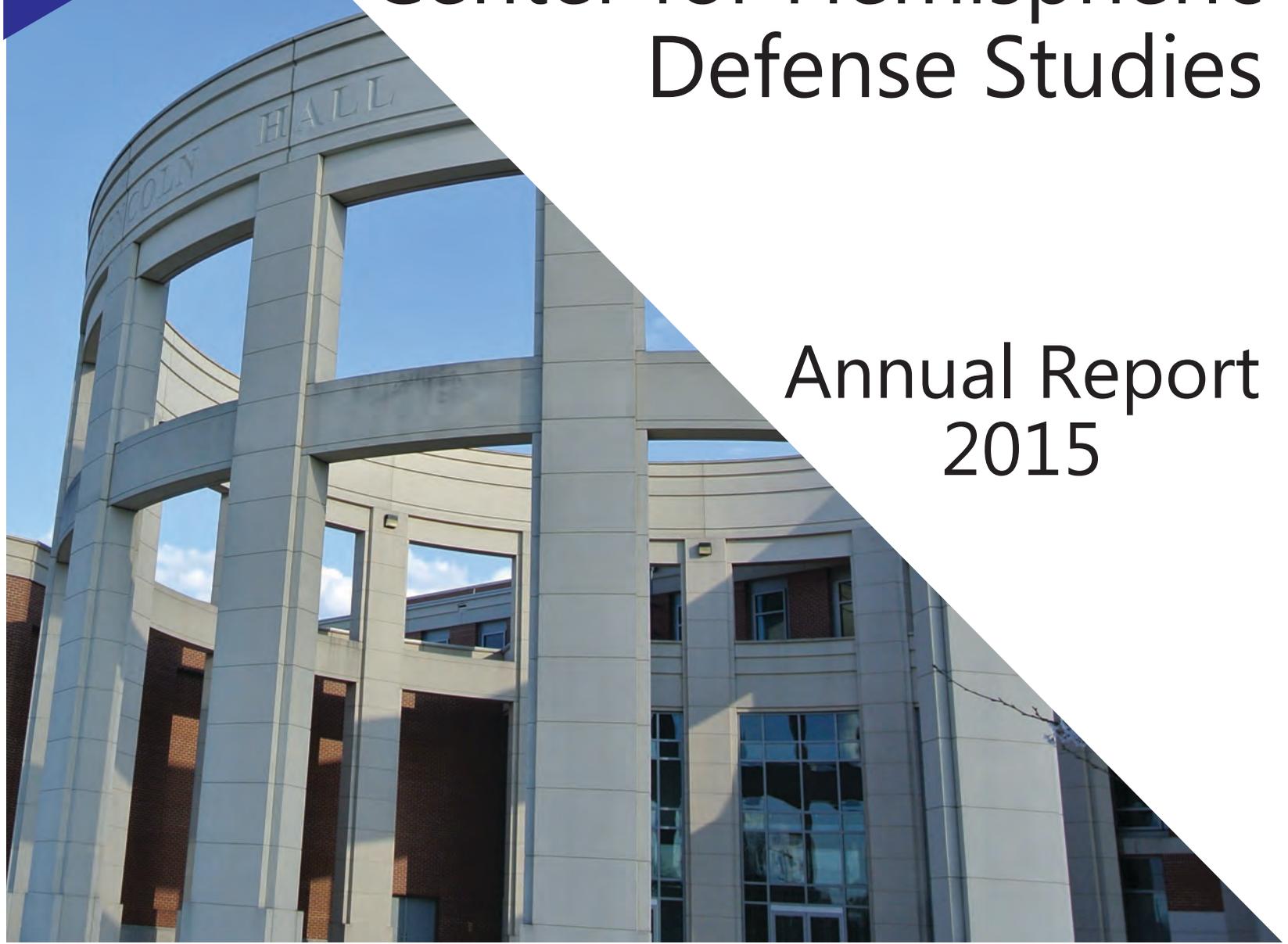




William J. Perry Center for Hemispheric Defense Studies

Annual Report
2015



William J. Perry Center for Hemispheric Defense Studies

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MESSAGE FROM THE DIRECTOR

In Fiscal Year (FY) 2015, the William J. Perry Center for Hemispheric Defense Studies (WJPC) set out to reaffirm our reputation as a leading security and defense studies institution for the Western Hemisphere. WJPC worked closely with regional partners to strengthen defense institutional governance in the Americas, thereby fostering transparency, accountability, and institutionalized respect for human rights. Deepening our working relationship with the Office of the Under Secretary of Defense for Policy (OUSDP) and collaborating with other defense education and security cooperation programs, WJPC helped partner nations in Central America develop and implement national strategies and modernize their defense and security establishments. These efforts helped to bolster other DOD security cooperation programs and transform our hemispheric neighbors into better, stronger U.S. partners.

Many of our alumni have advanced to occupy positions of prominence in their home countries, both in the private and public sectors. This past year, we were particularly proud to witness and then have as a graduation speaker President David Granger, President of the Cooperative Republic of Guyana. President Granger was first a student and later an Adjunct Professor at the Perry Center, and he remains a friend and supporter.

A major highlight of FY 2015 was our Managing Security and Defense Senior Executive Course (MSD). Held in June 2015, MSD provided a space in which U.S. and partner nation officials could exchange theoretical and practical perspectives of institutional reform. Participating senior defense and security executives learned about policy-based leadership, decision-making platforms, results-based budget processes, measures of accountability, and effective management practices for organizations in transformation. In addition to MSD, other WJPC-led defense institutional building initiatives in FY 2015 helped support good governance, transparency, and accountability in the defense sectors of Guatemala and El Salvador. These defense governance programs remain WJPC's top priority for the upcoming year; I am particularly excited about several planned regional engagements and our new resident course, Defense Policy and Complex Threats (DPCT), which will teach participants about forecasting, resourcing, and posturing for future security environments.

In addition to our resident courses and regional seminars, WJPC hosted several Hemispheric Forums throughout the year. These Forums targeted Western Hemisphere security and defense sector practitioners, as well as the larger global community of interest. FY 2015 Forums addressed such current issues as energy security in the Caribbean, the security and defense challenges posed by emerging technologies, and the high incidence of impunity and corruption in the Western Hemisphere. WJPC cooperated with domestic and international partners in the region during the planning and execution of the Forums and hosted such speakers as General John Kelly, USMC, Commander, United States Southern Command, and Mr. Carl Francis, Permanent Secretary, Ministry of National Security of the Republic of Trinidad and Tobago. The Forums of FY 2015 successfully engaged U.S. and partner nation policymakers, academics, and security and defense officials in a dialogue about relevant issues and contributed to a growing community of practice.

WJPC annually recognizes the work of educators, practitioners, and institutions of defense and security for their contributions to the fields of security and defense education. The Perry Award honors those security and defense professionals who have bolstered democratic security in the Americas and fostered mutual understanding among security and defense actors. WJPC awarded the 2015 Perry Award to Admiral Vidal Francisco Soberón Sanz, Secretary of the Navy, Mexico, and Dr. Ivelaw Lloyd Griffith, one of the world's leading scholars on Caribbean defense and security issues. These two individuals embody WJPC's unique academic and policy-oriented mission: one as a senior military officer who has demonstrated exceptional intellectual and

operational leadership in supporting the educational efforts of the Mexican Navy, and the other as a scholar whose teaching and research have educated a generation of practitioners and policymakers. It is the contributions of individuals like Admiral Soberón and Dr. Griffith that help make our hemisphere safer, stronger, and more secure.

With FY 2015 now behind us, we are actively planning for the future. As I write this, WJPC has already engaged in dozens of visits with senior leaders in defense and security, as well as hosted several educational events throughout the region. Themes of good governance, security sector reform, and defense institution building will continue to be the cornerstone of WJPC's programming in the upcoming year – all areas which resonate strongly with our hemispheric partners as they contemplate an uncertain and complex security environment. Moving forward, I am eager to observe the impact of our many regional seminars, resident courses, and educational visits. Of course, the past and future success of WJPC stems from the keen dedication of our academic faculty and staff, the continued commitment of domestic and international partners, and the unparalleled enthusiasm of our current students and growing community of alumni. Thank you to all for your enduring support of WJPC and our mission in the hemisphere.



A handwritten signature in blue ink that reads 'Mark S. Wilkins'.

Mark S. Wilkins
Director



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 and dedicated to research, the Perry Center works to anticipate shifts in the evolving security environment, foresee the need for changes in security and defense forces, and build shared knowledge and foster dialogue among domestic and partner nation actors.

Photos from top to bottom: General John Kelly, USMC, Commander, U.S. Southern Command; Mr. Mark S. Wilkins, Director, Perry Center; and Mr. Michael Miklaucic, Director of Research, Information, and Publications, Center for Complex Operations, gather before the Hemispheric Forum, "The Changing Western Hemisphere."

Ms. María Cielo Juárez Juárez from the Republic of El Salvador introduces herself during the Strategy and Defense Policy (SDP) course.

Professor Guillermo Pacheco gives a presentation on security policy to a delegation from the Western Hemisphere Institute for Security Cooperation (WHINSEC) during an academic exchange in August 2015.

Mr. Alejandro Alemán, SDIB Regional Coordinator, and RADM (Ret.) Pedro de la Fuente, Professor of Practice, Perry Center, speak with Mr. Brian P. McKeon, Principal Deputy Under Secretary of Defense for Policy, during the Managing Security and Defense: Senior Executive Course (MSD) course.

Professor Pedro de la Fuente converses with SDP participants during the class dinner.

Next Page: Participants of the Strategic Implications of Human Rights and the Rule of Law (HR/ROL) course pose with their instructors for a group photo.



OUR PLAN:

1

Educate, advise, and mentor current and future security and defense leaders by attracting and retaining a world-class academic faculty.

2

Empower partners in their efforts to improve the effectiveness, efficiency, and transparency of their security and defense establishments by delivering well-synchronized, relevant, and tailored academic programs.

3

Support, shape, and execute the Department of Defense regional security policy in the Americas through active senior leader dialogue that fosters mutual understanding and brokers shared approaches with hemispheric counterparts.

4

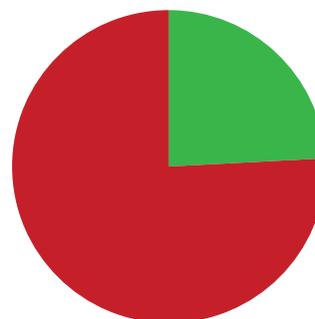
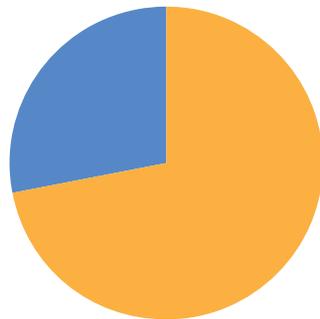
Build a dynamic Education and Outreach Office that actively supports the Center's alumni by promoting a vibrant, collaborative community of practitioners.



FY 2015 HIGHLIGHTS:

431 partner nation graduates & participants

28% Military
72% Civilian

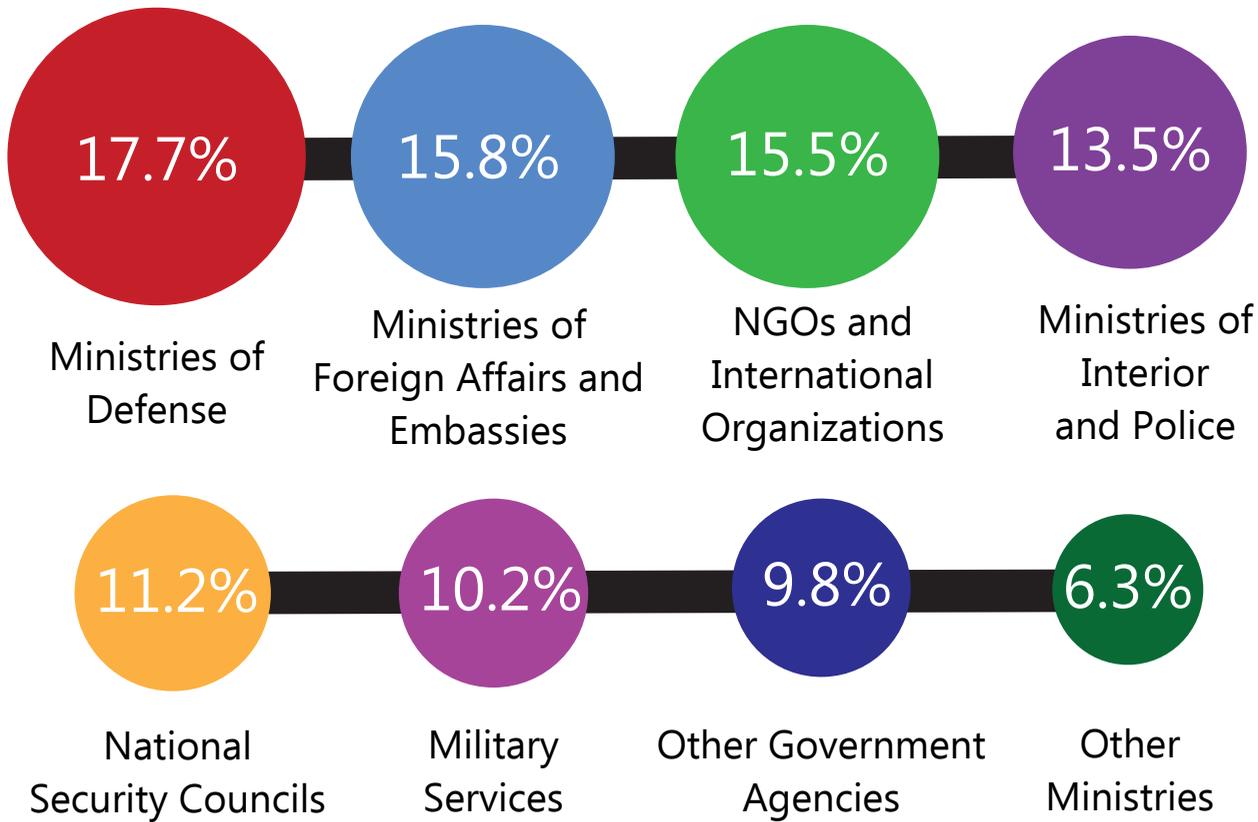


24% Female
76% Male



35 countries represented

- Antigua and Barbuda: 2
- Argentina: 7
- Bahamas: 2
- Barbados: 3
- Belize: 9
- Bolivia: 5
- Brazil: 14
- Canada: 3
- Chile: 10
- Colombia: 64
- Costa Rica: 9
- Dominica: 2
- Dominican Republic: 20
- Ecuador: 6
- El Salvador: 21
- Grenada: 2
- Guatemala: 103
- Guyana: 3
- Haiti: 9
- Honduras: 17
- Italy: 1
- Jamaica: 9
- Mexico: 21
- Netherlands: 2
- Nicaragua: 3
- Panama: 8
- Paraguay: 10
- Peru: 36
- Saint Lucia: 2
- Spain: 1
- St. Vincent and the Grenadines: 3
- Suriname: 2
- Trinidad and Tobago: 15
- Uruguay: 5
- Venezuela: 2



A Resource to U.S. Officials

In addition to educating civilian and military personnel from partner nations, the Perry Center's many courses, seminars, and workshops serve as a valuable resource to U.S. officials. In FY 2015, 29 U.S. civilian and military officials participated in Perry Center programs, such as the Managing Security and Defense: Senior Executive Course (MSD) and the Regional Seminar to Combat Transnational Organized Crime (CTOC). Working alongside partner nation leaders, these U.S. officials had the opportunity to meet and build sustainable relationships with their counterparts from around the Western Hemisphere.



Perry Center faculty and staff pose for a group photo with officers from the Jamaican Defence Force (JDF) and the District of Columbia (DC) National Guard, who participated in an academic exchange with the Perry Center in January 2015.



Dr. Rebecca Chavez, Deputy Assistant Secretary of Defense for Western Hemisphere Affairs, and Director Mark S. Wilkins listen to Mr. Marcos Robledo Hoecker, Under Secretary of Defense of Chile, at a roundtable discussion in July 2015.

FY 2015 PROGRAMS:

RESIDENT COURSES:

Resident courses form the core of the Perry Center academic program. Conducted in Spanish or English, foundational and specialized 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 and at times followed by a 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 and emphasize support to national and regional policymakers and leaders.



Left: Professor Guillermo Pacheco and Dr. Luis Bitencourt address participant questions during a SDP lecture.

Right: Participants attend a lecture during the SDP course.

Strategy and Defense Policy (SDP)

October 20-31, 2014 • Washington, DC • 54 participants from 17 countries

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.

Colombian Police Seminar

November 10-14, 2014 • Bogotá, Columbia • 26 Colombian participants

This seminar aimed to educate national leaders in themes of hemispheric security and cooperation, to forge professional links, to build a sense of mutual understanding, and to secure a lasting partnership with the Colombian National Police. Seminar lectures and discussions addressed topics such as the inter-American system of security and defense and the regional role of police. The Perry Center has supported a course for the Colombian National Police since 2008 which covers content related to the current international and regional security environment and its implications for Colombia's national security.

Threats, Dangers, and Other Security Challenges: New Times, New Operating Environment

December 4-5, 2014 • Washington, DC • 8 Peruvian participants

A delegation of eight students from Peru's Center for Superior National Studies (CAEN) participated in a series of lectures and discussions led by Perry Center faculty. The visiting delegation was part of a 48-person group from CAEN that traveled to Washington, DC to meet with representatives from a variety of U.S. agencies. Over the two-day visit, Perry Center Professor Guillermo Pacheco and professors from the National Defense University's College of International Security Affairs gave presentations on relevant topics in regional and international security.

Left: Dr. David Spencer discusses Colombia as a case study of narcoinsurgency during the May 2015 CTOC course.

Right: Professor Celina Realuyo lectures on illicit networks during the May 2015 CTOC course.



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

May 11-22, 2015 • Washington, DC • 32 participants from 16 countries

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 cyber crimes. The course included a visit to the U.S. Congress to hear course director Professor Celina Realuyo give testimony before the House of Representatives Committee on Financial Services.

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

May 11-22, 2015 • Washington, DC • 34 participants from 14 countries

This course aimed to deepen the participants' understanding of human rights, the rule of law, international humanitarian law, military professionalism, and transitional justice. Its curriculum included case studies of the United States, Colombia, Mexico, Brazil, and Syria, among several other countries. Students also visited the Organization of American States and the Inter-American Commission on Human Rights as part of the course.

Caribbean Defense and Security Course (CDSC)

July 13-24, 2015 • Washington, DC • 49 participants from 17 countries

This course was designed to help participants develop and expand their competence in analyzing issues and challenges impacting the Caribbean region, as well as their ability to utilize tools of policy, strategy, planning, and resource management to affect reforms in the security and defense sectors. During the course, students visited with and heard presentations from security officials at the Inter-American Defense Board and the Organization of American States. The course also included a special Hemispheric Forum on corruption, as well as an exercise scenario that required participants to utilize critical thinking and crisis-decision making skills to solve a cascading series of problems in a fictitious country.

Regional Seminar to Combat Transnational Organized Crime and Illicit Networks (CTOC)

August 10-14, 2015 • Washington, DC • 56 participants from 10 countries

Similar to the CTOC resident course, the objective of this seminar was to build capacity and develop a Community of Practice to better understand the threats posed by transnational organized crime, terrorism, and illicit networks. Additionally, it emphasized the establishment and advancement of national, regional, and international strategies to combat these threats and promote security and prosperity in Latin America. This seminar introduced a new format that required significantly more active participation by its attendees. Each country represented prepared and delivered a presentation on their views and responses to CTOC. Participants welcomed the opportunity to share their country's perspectives and professional expertise with others from around the region.

Washington Security and Defense Seminar (WSDS)

September 14-18, 2015 • Washington, DC • 87 participants from 27 countries

This course was designed primarily for members of the diplomatic corps of countries from the Western Hemisphere 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.

GOVERNANCE PROGRAMS:

Perry Center academic programs support the Office of the Secretary of Defense's effort to build and sustain transparent and capable defense and security governance institutions around the world. Courses, seminars, and workshops introduce tools to assist policymakers in establishing and strengthening the rule of law and practices of good governance in their respective nations. In conjunction with institutions across the Department of Defense, the Perry Center's governance programs promote regional stability and broader security cooperation in the Western Hemisphere.

Managing Security and Defense: Senior Executive Course (MSD)

June 15-26, 2015, 2015 • Washington, DC • 31 participants from 10 countries

The MSD course was designed to build the capacity of senior security and defense executives, enabling them to better manage their respective sectors through effective policies and integrated decisions. The first-ever academic program of its kind, this course supported the broader framework of the Perry Center's governance programs. The course addressed a variety of issues, including effective management practices, strategic planning, components of multidimensional security, policy-based leadership, decision-making platforms, institutional culture, results-based budget processes, information management, force design, logistics, procurement and acquisition considerations, and accountability.



“The decision to align the Perry Center with OSD Policy continues to pay dividends as we expand the scope and depth of our substantive engagement with senior security and defense counterparts across the region.”

-Perry Center Director Mark S. Wilkins, June 2015

National Security Planning Workshop (NSPW)

December 2-4, 2014 • La Antigua, Guatemala • 43 Guatemalan participants

This National Security Planning Workshop, also known as the Third Seminar on the Evaluation of the Objectives of the Guatemalan Strategic Plan for National Security, was organized by the Technical Secretariat of the Republic of Guatemala's National Security Council. Representatives from many of the institutions that comprise the Guatemala's National Security System participated. Perry Center faculty and staff contributed to the seminar in coordination with the U.S. Embassy in Guatemala, working within the framework of cooperation agreements between the two countries.



Previous Page, Left: Dr. Salvador Raza (left) leads a panel on security and defense in Guatemala with General Luis Cambara, Army, Guatemala, (center) and Director Mark S. Wilkins (right) during the MSD course.

Previous Page, Right: Dr. Scott Tollefson welcomes MSD participants.

Left: Director Mark S. Wilkins, Professor Pat Paterson, and Perry Center CTO/CIO Mr. Raul Neine meet with Mr. Brian P. McKeon, Principal Deputy Under Secretary of Defense for Policy, and Dr. Rebecca Chavez, Deputy Assistant Secretary of Defense for Western Hemisphere Affairs, to discuss the Center's governance programs in June 2015.

Guatemala White Paper Workshop

February 11-12, 2015 • Guatemala City, Guatemala • 40 participants from 3 countries

Hosted in coordination with the government of Guatemala, this White Paper Workshop served as a forum for high-level Guatemalan officials and representatives from significant components of the Guatemalan security and defense sector to discuss topics of internal and external security, inter-agency coordination, and strategic communication. The White Paper produced by this workshop was released in March 2015. It outlines a strategic vision to achieve sustained levels of security and human development in Guatemala by 2025.



Left: Mr. Brian P. McKeon, Principal Deputy Under Secretary of Defense for Policy, and Director Mark S. Wilkins speak with MSD course participant Mr. Eduardo Hernández Incháustegui of the Dominican Republic.

Right: Dr. Luis Bitencourt lectures on institutions during the MSD course.

HEMISPHERIC FORUMS:

The Perry Center's Hemispheric Forums target the growing community of interest in Western Hemisphere affairs. Attended by civilian and military professionals from policy offices, academic institutions, and the security and defense sectors, Hemispheric Forums address pertinent security issues affecting the Americas. Forums are broadcast live in Spanish and English to domestic and international audiences, accompanied by an online chatroom that enables viewers to pose questions to panelists in real time alongside those in attendance.



Left: Mr. Michael Miklaucic, Director of Research, Information, and Publications for Center for Complex Operations, gives opening remarks before convening the first panel on "Dystopian Futures" during the Hemispheric Forum entitled, "Beyond Convergence: A World Without Order."

Right: Panelists debate on stage in Abraham Lincoln Hall Auditorium during the Hemispheric Forum on "The Impact of Energy Developments in the Greater Caribbean Region."

Beyond Convergence: A World Without Order

February 10, 2015 • 15 Panelists

A collaborative effort between the National Defense University's Center for Complex Operations (CCO) and the Perry Center, this Hemispheric Forum examined the new domains in which illicit networks operate. Panelists discussed the emerging alignments and alliances between networks and international blocs hostile to U.S. interests, addressing techniques and strategies to meet these specific twenty-first century challenges. The Forum's four panels included: "Dystopian Futures," "Emerging Networks and Alignments," "Entropic Enablers," and "Counter-Strategies."

The Impact of Energy Developments in the Greater Caribbean Region

March 12, 2015 • 4 Panelists

This Hemispheric Forum examined recent developments in world and regional energy markets in the context of the Caribbean Energy Security Summit hosted by Vice President Joe Biden in January 2015, where regional leaders shared commitments to transform energy systems and work together in support of energy security. Panelists included: Mr. Jorge R. Piñón, Director of the Latin American and Caribbean Energy Program, Jackson School of Geosciences, University of Texas; Dr. Frank Mora, Director of the Latin American and Caribbean Center and Professor of Politics and International Relations, Florida International University; Mr. Robert F. Ichford, Jr, Deputy Assistant Secretary, Bureau of Energy Resources, U.S. Department of State; and Mr. Juan S. Gonzalez, Special Advisor to the Vice President on Western Hemisphere Affairs.

Corruption in the Western Hemisphere: Impediment to Citizen Security and Democratic Consolidation

July 15, 2015 • 4 Panelists

This Hemispheric Forum aimed to understand why corruption remains so prevalent throughout the Western Hemisphere and examined what measures are necessary to advance greater citizen security and democratic consolidation in the region. Panelists included: Ambassador Adam Blackwell, Former Secretary of Multidimensional Security, Organization of American States; Ms. Claudia Dumas, President & CEO, Transparency International USA; Dr. Derrick McKoy, Dean of Law Faculty, University of West Indies at Mona; and Dr. Harold Trinkunas, Senior Fellow and Director of the Latin America Initiative, The Brookings Institution.

Proposed Themes for the Twelfth Conference of Defense Ministers of the Americas (CDMA XII)

October 8, 2015 • 4 Panelists

As the Government of the Republic of Trinidad and Tobago prepares to host the forthcoming Twelfth Conference of Defense Ministers of the Americas (CDMA XII) in 2016, this Hemispheric Forum offered a space to debate and discuss the major focal points of the upcoming conference. Panelists included: Mr. Carl Francis, Permanent Secretary, Ministry of National Security of the Republic of Trinidad and Tobago; Brigadier General Anthony Phillips-Spencer, Vice Chief of Defence Staff, Trinidad and Tobago Defence Force; Ms. Antoinette Lucas-Andrews, Director of the International Affairs Unit, Ministry of National Security of the Republic of Trinidad and Tobago; and Dr. Luis Bitencourt, Professor, Perry Center.

Photos from top to bottom:

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

Attendees discuss during the Corruption Forum.

Director Mark S. Wilkins looks on as Dr. Rebecca Chavez, Deputy Assistant Secretary of Defense for Western Hemisphere Affairs, meets CDMA XII Forum panelist Mr. Carl Francis, Permanent Secretary, Ministry of National Security of the Republic of Trinidad and Tobago.

CDMA XII Forum panelists begin their discussion, moderated by Professor Walter Earle.





Security and Defense Challenges Posed by Emerging Technologies in the Americas: Cybersecurity, Drones (Unmanned Systems), and Robotics

October 27, 2015 • 3 Panelists

This Hemispheric Forum sought to address the political and strategic challenges posed by emerging technologies, such as increasingly sophisticated computers, drones, and robotics. Subject matter experts and defense technology policymakers debated the implications of these technologies and their growing popularity among state and non-state actors in the Americas. Panelists included: Major General (Ret.) Frederick F. Roggero, USAF, President & CEO of Resilient Solutions, Ltd.; Dr. Marty Trevino, Organizational Architect and Senior Strategist, National Security Agency; and Dr. Boris Saavedra, Assistant Professor, Perry Center.



The Changing Western Hemisphere

November 18, 2015 • 8 Panelists

Held in partnership with the National Defense University's Center for Complex Operations (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, Commander, USSOUTHCOM; H.E. Juan Carlos Pinzón, 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. Inés Bustillo, Director, United Nations Economic Commission for Latin America and the Caribbean; and Mr. Brian Fonseca, Director of Operations at the Applied Research Center, Florida International University.



Photos from top to bottom:

Moderator Professor Celina Realuyo introduces the panelists for the Cybersecurity, Drones, and Robotics Forum.

Participants attend the Cybersecurity, Drones, and Robotics Forum.

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

"The Changing Western Hemisphere" Forum's second panel begins their discussion.



VIRTUAL LEARNING:

The Perry Center uses various virtual platforms, such as video teleconferencing (VTC), Blackboard, and YouTube, to engage with civilian and military personnel from around the world. In FY 2015, Perry Center faculty members and other experts utilized these digital tools to broadcast discussions and lectures on a variety of theoretical concepts, current events, and regional trends relevant to the analysis of security and defense issues in the Western Hemisphere.

18 video teleconferences broadcasted to 11 countries



Top Left: Director Mark S. Wilkins and Perry Center personnel conduct a virtual meeting with officials at the University of Panama in January 2015.



Top Right: Professor Guillermo Pacheco speaks with students and staff from the Graduate School of Higher Strategic Studies (EGAE) in the Dominican Republic in November 2014.

Bottom row: Participants look on as Professor Pat Paterson discusses the International Criminal Court in a Perry Center Webinar with the Catholic University of Cordoba in Argentina in October 2014.

Webinar and Dialogue topics included:

- "The ISIS Threat," Ms. Celina Realuyo, Professor of Practice, Perry Center
- "A Conversation on the Colombian Peace Process," Dr. Luis Bitencourt, Professor, Perry Center; Mr. Diego Aurelio Gantiva Arias, Dean, Universidad Militar Nueva Granada; and Mr. Vicente Torrijos Rivera, International Analyst and Professor, Universidad del Rosario
- "The Economy of Defense," Dr. Boris Saavedra, Assistant 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, 2014-2015

RADM (Ret.) Pedro de la Fuente (Argentina)

"Liderazgo en Tiempos de Crisis," *Perspectivas*, vol. 1 (March 2014).

Professor Walter Earle

"El futuro de la geopolítica y la geoestrategia: Retos y oportunidades globales y las implicaciones para Mexico," in *El área de influencia de Mexico desde una visión geopolítica*, p. 467-476 (Distrito Federal, Mexico: Secretaria de Marina - Armada de Mexico, Centro de Estudios Superiores Navales, 2014).

Professor Guillermo A. Pacheco-Gaitán

"Nuevas Pautas en una Democracia: Relaciones Civiles/Político-Militares," *Revista del Ejército de Colombia*, no. 179 (May 2015).

CDR (Ret.) Patrick J. Paterson (USN)

"The Peru-Chile Maritime Border Decision and Latin America Border Conflicts," *Journal of International Affairs*, vol. 17, no. 3 (Winter 2014).

"Derechos Humanos y la Lucha Contra Las Organizaciones Criminales Transnacionales: Una Estrategia Imprescindible," *Security and Defense Studies Review*, vol. 16 (2014). Co-authored with Cristy Blain.

"Measuring Success in the War on Drugs," *William J. Perry Center for Hemispheric Defense Studies Occasional Paper* (July 2014). Co-authored with Katy Robinson.

Professor Celina Realuyo

"The Future Evolution of Transnational Criminal Organizations and the Threat to U.S. National Security," in *The Shifting Human Environment: How Trends in Human Geography Will Shape Future Military Operations*, ed. Paul T. Bartone and Mitchell Armbruster, *Defense and Technology Paper*, no. 107 (Washington, DC: National Defense University Press, May 2015).

"The Future Evolution of Transnational Criminal Organizations and the Threat to U.S. National Security," William J. Perry Center for Hemispheric Defense Studies Occasional Paper (June 2015).

"Finding the Islamic State's Weak Spot," The Journal of International Security Affairs: Hotspots and Flashpoints, no. 28 (Spring/Summer 2015).

"Combating Terrorist Financing in the Gulf: Significant Progress but Risks Remain," published online by The Arab Gulf States Institute in Washington (January 2015).

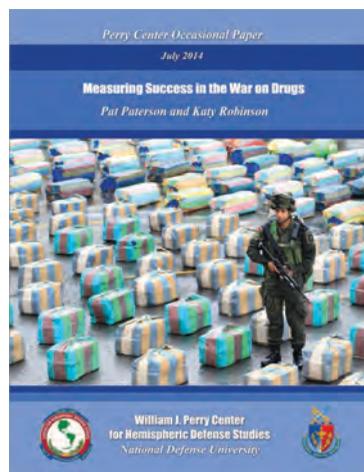
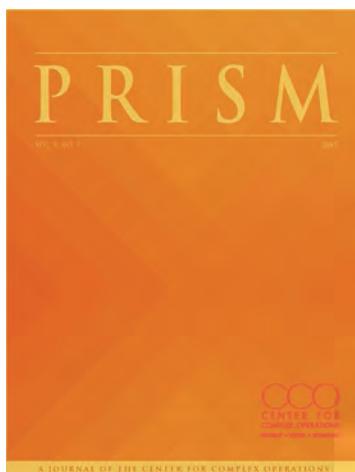
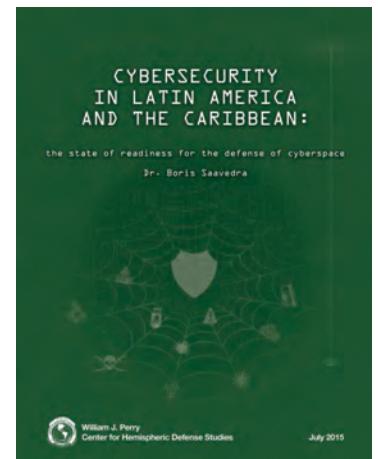
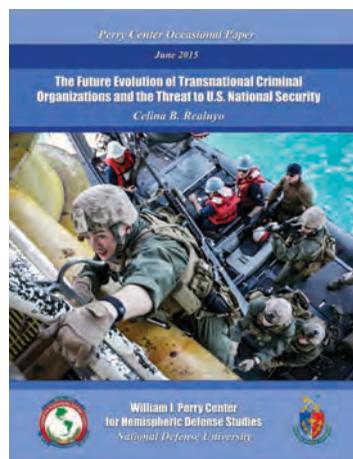
Brig Gen (Ret.) Dr. Boris Saavedra (Venezuela)

"Cybersecurity in Latin America and the Caribbean: The State of Readiness for the Defense of Cyberspace," William J. Perry Center for Hemispheric Defense Studies (July 2015).

"Inteligencia Estratégica En Un Mundo Globalizado En Latinoamérica: Retos Y Desafíos En El Siglo XXI," Revista de Policia y Seguridad Publica, vol. 2 (December 2014).

Dr. Scott Tollefson

"Civil-Military Relations in Brazil: A Reassessment," Journal of Politics in Latin America, vol. 6, no. 2 (2014). Co-authored with Thomas Charles Bruneau.



EDUCATIONAL OUTREACH:

As a part of its 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.



Left: Ms. Reny Bake of Guatemala and Mr. Eddy de Gracia of the Dominican Republic meet in Guatemala City during the 2015 Guatemalan presidential elections.

Right: Participants of the May 2014 alumni association-sponsored Strategic Leadership Workshop in El Salvador collaborate during a breakout group session.

ALUMNI ASSOCIATIONS:

The Perry Center's Alumni Associations are professional networks led by dedicated graduates who assist with the organization of activities on behalf of their local alumni community. 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:

For select graduates, the Perry Center sponsors tailored, professional Communities of Practice, which are designed to build on the knowledge gained and the connections made during a resident course or seminar. These communities are composed of invited 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.

FY 2015 ALUMNI HIGHLIGHTS:

The Perry Center's **Jamaica Alumni Association** organized a viewing of the Center's Hemispheric Forum, "The Impact of Energy Developments in the Greater Caribbean Region," on March 12, 2015. Fifty-eight participants attended.

On March 15, 2015, the Perry Center's **Paraguay Alumni Association** Executive Board met with Ambassador Leslie A. Bassett and Defense Attaché Colonel Barbara Fick, USA, at the United States Embassy in Asunción, Paraguay to discuss the goals of the Association and their experience at the Perry Center. The Association also signed a cooperation agreement with the Universidad Columbia in April and held an international symposium on terrorism in June.

Perry Center alumnus and former adjunct professor **David Granger** was elected to serve as the eighth Executive President of Guyana on May 11, 2015.

In June 2015, Perry Center alumnus **Julio Arriola**, former Vice-Minister of Administration and Technical Affairs of Paraguay's National Chancellery, was appointed as Ambassador of Paraguay to Canada.

Perry Center alumna **Delia Davila** was elected Supreme Court Magistrate in Guatemala in November 2015.

See the **Perry Center Alumni Spotlights 2015** publication for a complete listing of alumni activities and accomplishments.

Photos from top to bottom:

Event participants gather to view the Perry Center's Hemispheric Forum on energy developments in the greater Caribbean region hosted by the Jamaica Alumni Association.

Participants attend a symposium on "Terrorism and Counterinsurgency" coordinated by the Paraguay Alumni Association.

President David Granger of Guyana speaks at the Caribbean Defense and Security Course graduation in July 2015.

Ambassador Julio Arriola poses with Paraguay Alumni Association President Oscar Patiño.

Supreme Court Magistrate Delia Davila poses for an official portrait.



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 for 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.

The Perry Center awarded the 2015 Perry Award to Admiral Vidal Francisco Soberón Sanz, Secretary of the Navy of Mexico, and Dr. Ivelaw Lloyd Griffith, one of the world's leading scholars on Caribbean defense and security issues.

Admiral Vidal Francisco Soberón Sanz

As Secretary of the Navy and a member of Mexico's federal executive cabinet with responsibility for overseeing the country's navy and marines, Admiral Soberón has consistently promoted education, research, outreach, and knowledge-sharing, and led naval institutions that have done the same. Under his command, the Mexican Navy has safeguarded the integrity and sovereignty of Mexico's territorial waters while simultaneously promoting a cooperative international security environment and fostering collaborative relationships with neighboring countries. Also under his command, the doctoral program at the Center for Superior Naval Studies (CESNAV) has become one of the leading defense curricula in the Americas. Admiral Soberón's leadership has done much to strengthen cooperative regional partnerships to overcome transnational challenges.



Dr. Ivelaw Lloyd Griffith

Throughout Dr. Ivelaw Griffith's years of service as a scholar, author, and educational leader, his teaching and innovative research have informed a generation of policymakers and practitioners and have advanced a cooperative international security environment among the nations of the Caribbean Basin. The selection committee noted Dr. Griffith's significant and tangible work at colleges and universities across the United States as Dean, Provost, Senior Vice President, University President, and, currently, Senior Fellow at the American Association of State Colleges and Universities. His scholarly contributions and participation in countless international forums have been instrumental in building mutually beneficial multilateral relationships and in further increasing democratic security in the Caribbean.



INTERNSHIP PROGRAM:

The Perry Center's internship program is an opportunity for highly motivated undergraduate students, graduate students, and recent graduates to gain valuable experience working on defense and security issues affecting the Americas. Interns work side-by-side with faculty and staff, providing academic and research support to Perry Center publications, courses, and events. Additionally, interns participate in a professional development program and attend presentations by dynamic speakers from the Perry Center, the National Defense University, and the DC policy community. Working in a multicultural and multilingual environment, interns regularly interact with civilian and military officials from across the Western Hemisphere and around the world. Through their internships, interns refine their research, writing, and language skills, while also gaining valuable professional experience in the Department of Defense.

"The Perry Center cares about their interns. They host professional development sessions, coordinate educational DC outings, and provide you with a learning-conducive environment where you grow as a young professional and aspiring academic."

-Intern Kathy Kim, Fall 2015



Top: Perry Center and NDU interns attend a tour of 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.

Bottom: Interns greet General John Kelly, USMC, Commander, USSOUTHCOM, before a Perry Center event.

FACULTY & STAFF LISTING:

Office of the Director

Director	Mr. Mark S. Wilkins
Executive Assistant to the Director	Ms. Maritza Monteverde
Executive Liaison, DSCA to USSOUTHCOM	Mr. Steve Meyer

Strategic Plans & Communications

Chief, Strategic Plans & Communications	COL Robert Alvaro
Strategic Program Manager	Mr. Michael Mann

Academic Affairs

Dean, Academic Affairs	Dr. Scott Tollefson	Professor, SDIB Program	Dr. Salvador Raza
Professor	Dr. Luis Bitencourt	Professor of Practice, SDIB Regional Coordinator	Mr. Alejandro Alemán
Diplomat in Residence	AMB Adam Blackwell		
Professor of Practice	RADM (Ret.) Pedro de la Fuente		
Visiting Professor	Mr. Walter Earle	Management Analyst	Ms. Suzanne Heist
Professor of Practice	Mr. Guillermo Pacheco	Educational Outreach Coordinator	Ms. Kara O’Ryan
Professor of Practice	CDR (Ret.) Patrick Paterson (USN)	Assistant Alumni Coordinator	Ms. Molly Albin
Professor of Practice	Ms. Celina Realuyo		
Assistant Professor	Brig Gen (Ret.) Dr. Boris Saavedra		
Visiting Professor	CAPT Camilo Segovia		
Associate Professor	Dr. David Spencer		

Management and Administration

Chief of Staff	Mr. Jeffrey Murphy	Chief, Registrar	Mr. Van Beall
Protocol Officer	Ms. Maria Martinez	Assistant Registrar	Ms. Georgina Crovetto
Program Specialist	Ms. Alicia Torres-Ferrer		
Facility & Logistics Manager	Mr. Henry Tweddle	Chief, CTO/CIO	Mr. Raul Neine
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Resource Manager	Mr. Luis Castro	Multimedia Specialist	Ms. Vivian Edwards
Operations Coordinator	Ms. Linda Denning		
Operations Coordinator	Mr. Christopher Hannigan		

IN MEMORIAM

DR. HOWARD WIARDA



With heartfelt sadness, the Perry Center mourns the passing of Dr. Howard Wiarda, who passed away unexpectedly on Saturday, September 12, 2015, in Athens, Georgia.

Dr. Wiarda joined the Perry Center in February 2011 as a professor and later served as the Deputy Director for Research. He brought to the Center over 50 years of experience as an educator and researcher. Dr. Wiarda made many contributions to the Center, and his dedication was such that even after he returned to full time work at the University of Georgia, he continued to volunteer in support of the Perry Center until his passing.

The Perry Center is extremely grateful for all of his service, and the thoughts and prayers of its faculty and staff are with his family and friends.



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