

HFX

PEACE WITH WOMEN FELLOWSHIP



2021 Report



2021 Fellows ■

OVERVIEW

The HFX Peace With Women Fellowship's mission is both ambitious and attainable: to advance women's leadership in international security. In 2021, Halifax International Security Forum (HFX) welcomed its fourth class of esteemed officers. Twelve new participants from 12 NATO member and partner countries embarked on a 24-day program that culminated at the 2021 Halifax International Security Forum in Nova Scotia. Throughout the program, participants engaged with a multitude of experts and decision-makers representing the constellation of organizations and sectors active in the international security space.

Stakeholders, observers, and the Fellows themselves all said that the program far exceeded their expectations. HFX continues to facilitate the development of the knowledge and networks of its participants to make them even more effective leaders for their organizations across the NATO Alliance.

PROGRAM

On October 26, 2021, the class gathered in Washington, DC. They spent the subsequent three weeks travelling to Silicon Valley, Ottawa, and Toronto before attending the Forum in Halifax from November 19-21.

The Fellowship's design intentionally drew from diverse sectors, including defense, science and technology, government, media, academia, think tanks, and civil society organizations. In keeping with HFX's goal of advancing a modern vision of security, the Fellowship aimed to extend its focus beyond the traditional definitions of domestic and international security. The Appendix to this report lists the full complement of 50 meetings that took place during the Fellowship.

The engagements were primarily structured as off-the-record and discussion-based in order to promote open and transparent conversations. The Fellowship curriculum featured the intersectionality of four key areas: China, Climate, Gender Perspectives, and the COVID-19 Pandemic. During each meeting, Fellows and guest speakers explored the interplay and security dimensions of these themes with the subject matter being discussed.

The highlight of the 2021 program was meeting with the Prime Minister of Canada, Justin Trudeau. Along with Canada's Minister of National Defence, Anita Anand, and Canada's Ambassador for Women, Peace and Security, Jacqueline O'Neill, the Prime Minister hosted a wide-ranging 90-minute conversation of matters related to international security.

PARTICIPANTS

Twelve leaders hailed from NATO and NATO-partner countries, including four new participating countries: Portugal, Republic of North Macedonia, Sweden, and Turkey. Once again, the program included all members of the Five Eyes intelligence alliance.



Colonel Biljana Blazheska

Military Adjutant to the President of the Republic of North Macedonia, Republic of North Macedonia



Colonel Krista Bouckaert

Director of Canadian Armed Forces Grievance Authority and Director of Artillery, Canada



Brigadier General Catherine Bourdès

Deputy Director of French Higher Military Education, Directorate for Higher Military Studies, France



Colonel Jennifer de Poorter

G3 of Operational Headquarters, Royal Marechaussee, Netherlands



Group Captain Louise desJardins

Director Joint Effects/J3E, Royal Australian Air Force, Australia



Colonel Erinc Evren Elmas

Cost Analysis Commission Leader, Air Logistics Command, Turkey



Colonel Katherine Lee

Assistant Chief of Army (Delivery), New Zealand



Lieutenant Colonel Monika Mertinaitė

Senior Advisor, Defense Policy Group, Ministry of National Defense, Lithuania



Lieutenant Colonel Diana Morais

Senior Advisor to the Minister of National Defense, Portugal



Colonel Anna Siverstig

Commanding Officer, Swedish Warfare Center, Sweden



Commodore Judith Terry

Deputy Director People, British Royal Navy, United Kingdom



Colonel Danielle Willis

Commander, 93 Air Ground Operations Wing, United States Air Force, United States

SELECTION COMMITTEE

Five experts from a variety of fields served on the Selection Committee that was responsible for reviewing each candidate's suitability for the program.

Dr. Jacquelyn Schneider: Hoover Fellow, Hoover Institution, Stanford University (Chair)

Gina Bennett, Adjunct Associate Professor: Edmund A. Walsh School of Foreign Service, Georgetown University

Lieutenant General (Ret.) D. Michael Day: Canadian Armed Forces

Iain Paterson: CEO, Cycura

General (Ret.) Janet Wolfenbarger: United States Air Force



■ 2021 Fellows meet with Dr. Kathleen Hicks, Deputy Secretary of Defense, US Department of Defense

"The Fellowship cleverly invites personal and professional growth on multiple levels. It benefited each of us personally, seeing how twelve different leadership styles work to achieve individual and professional goals."

2021 Fellows

THE IMPACT OF THE PEACE WITH WOMEN FELLOWSHIP: an essay by the Class of 2021

Imagine you are in a room with a head of state. The Prime Minister, Minister of Defence, an ambassador, and twelve senior military officers representative of twelve democratic nations are at the table. That number includes a Senior Advisor to a Head of State, a Defence Attaché, a Royal Navy Commodore, a Fighter Pilot, Directors of War Colleges, Corps Heads of Artillery and Signals, National Policymakers and Senior Advisors to Ministers. These leaders are all confident and competent, embodying the pinnacle of expertise in their respective fields. Now imagine that group includes only one man. This scene occurred in early November 2021, as the HFX Peace with Women Fellowship met with Canadian Prime Minister Justin Trudeau, Defence Minister Anita Anand, and Canadian Ambassador for Women, Peace, and Security Jacqueline O'Neill.

The HFX Peace with Women Fellowship brings together women in military leadership positions from democracies worldwide. The Class of 2021 has representatives from Australia, Canada, France, Lithuania, New Zealand, Portugal, Turkey, United Kingdom, United States, Sweden, the Netherlands, and the Republic of North Macedonia. We are engineers, logisticians, finance experts, operators, gendarme, staff officers, and policymakers to our nations' armed forces. To our loved ones, we are daughters, partners, friends, and in some cases, mothers and stepmothers. To each other, we are colleagues and friends; more alike than we are different. We are simultaneously confident and hesitant, insightful, analytical, and sharply witty. We are all experts and students, learning from the program and each other, knowing that the knowledge we gain and the relationships we forge on this journey will impact leadership in our nations and our alliances.

The Fellowship cleverly invites personal and professional growth on multiple levels. It benefited each of us personally, seeing how twelve different leadership styles work to achieve individual and professional goals. We see how these women lead through complex and challenging problems. It would be easy to generalize; to suggest that professional (women) officers are one and the same. Our gender has indeed meant that there have been barriers, challenges, and struggles that men may not have experienced. However, that does not mean we are all the same, think the same, or even share the same viewpoints on achieving gender equality. We are as unique as our DNA.

In our professional capacities, the Fellowship challenged us to examine the impact climate change, gender, technology, the COVID-19 pandemic, and an emboldened China has on national and international security. We are now more equipped to view security through a new prism that highlights the intersecting forces that influence national policy and impact democracy. In our visits with officials and industry in the United States, we heard a concern about China's reach and influence and a desire to increase trade opportunities. Canada's capital Ottawa offered us a glimpse of a government working hard to exemplify its nation's values. Meanwhile, in Toronto, we had a unique opportunity to delve into the mechanics of Canada's commercial capital, finance, research, and academia. One of the highlights was a discussion of global opinion and statistics and the implications of declining birth rates around the globe.

The strength of this Fellowship is the space created for meaning to be made from the engagements both informally and formally. The drawing together and synthesizing of ideas were developed in the margins of the meetings, over meals, waiting in airports, and in the morning runs. The program's capstone is attendance at the Halifax International Security Forum, where we will have the opportunity to see how world leaders, scholars, and policymakers address the most current and emerging security trends through their experiential and national lenses.

What is perhaps most interesting about the program is that the Peace with Women Fellowship is comprised of senior military leaders rather than governmental and non-governmental organizational leaders. It is a tacit acknowledgment that militaries, as an extension of politics, are a critical element of peace and security. These concepts are grounded in the approach to military operations, in defense of democracy, and in the support to civil authorities, disaster relief, and humanitarian assistance. Our senior military leaders must be well equipped to plan and deliver military operations that espouse national and international values. To that end, it is quite logical that this Fellowship brings together operational, strategic, and political decision-makers who will continue their careers to influence the national strategy and defence policy of their respective nations.

Each of the participants in the 2021 Fellowship has been the "first" or the "only" in her respective military career in some way. None of us have ever been in a professional cohort comprised exclusively of women. To be honest, few of us thought that it mattered. Over the last few weeks, we have found that the group dynamics significantly differ from what we usually see in military life. We have had disagreements on national policy and certainly do not share the same perspectives. We have had awkward cultural misunderstandings, but we resolved them in a way that exemplifies empathy, diplomacy, and understanding, in and of itself a most telling example of what can happen when there are more diverse perspectives at the table.

There is an undertone of kindness and shared purpose that we have not experienced before. When resolving issues, the focus was on honest and clear communication, a desire to understand perspectives by being curious and open, using humor and stories to illustrate examples. In turn, this led to better outcomes for our group. It has been eye-opening to see how this process unfolded naturally and without effort or staging and imagine what could be possible if it was scaled up to national, regional, and international levels.

Imagine if, in the not-too-distant future, when you think of the decision-making table, you see a diverse panel in your mind, where all perspectives are heard and considered. Not only because it is the right thing to do, but because that balance will likely result in high-performing teams. To preserve democracy, we must take a whole of society approach. As the composition of society changes and global birth rates decline to below the replacement level needed to sustain the population, our militaries and governments must include representation from all facets of society.

In all our countries, progress has been made, but there is still work to be done. If leaders are looking for where to start, we offer a few policy considerations. First, do not make diversity, equality, and inclusivity women's problems to solve. A gender perspective is about all genders, not just women. Second, recognize that the work starts at home. Leaders must investigate their own biases and understand their own perspectives to design and implement policy effectively. Third, promote the best possible leaders for each position, starting with developing leaders from all backgrounds. Encourage girls and young women to enter security fields and remove barriers to service for mid-level leaders. Finally, every leader must hold themselves accountable for their decisions and actively work to include all perspectives.

As *Empty Planet* author Dr. Darrell Bricker has said, "diversity is a necessity." We challenge you to take up the mantle of leadership that leads to a more secure future.



PODCAST GUESTS

Participants were interviewed for the *Battle Rhythm* podcast, hosted by the Canadian Global Affairs Institute, and *Helsinki on the Hill*, a podcast hosted by the US Helsinki Commission, a US government commission.

ALUMNAE

With each new class completing the program, the Fellowship Alumnae Network continues to expand and alumnae continue to rise in the ranks. Among the now 30 Fellows in the network, 12 are ranked as general officers. Of the 12, seven were promoted after their participation in the Fellowship. In total, HFX proudly recognizes 15 stars among the alumnae.



■ Fellows meet with experts on biosecurity at Stanford University



Fellows lay a wreath in Ottawa ■
on Remembrance Day



Fellows meet with Prime Minister Justin Trudeau, (L) Ambassador Jacqui O'Neill ■
and (R) Minister of National Defence, Anita Anand.

CONCLUSION

HFX takes great pride in creating the opportunity for officers across the NATO Alliance to further develop their leadership, knowledge, and networks to support their security priorities. The organization is committed to expanding the scope and impact of the Fellowship in years to come. The number of Alumnae who have returned to their respective duties continues to grow and their shared experience will keep them connected across the globe. When Fellows return home, they understand that it is not the end of the Fellowship - it is just the beginning.

APPENDIX: MEETINGS AND CONTENT *(In alphabetical order)*

Government

Dr. Stacey Dixon, Principal Deputy Director of National Intelligence
Jody Thomas, Deputy Minister of National Defence, Canada
Justin Trudeau, Prime Minister of Canada
US Institute of Peace
Aiesha Zafar, Director General, Intelligence and Investigations, Canada Border Services Agency

Departments of Defense

James Baker, Director of Net Assessment, US Department of Defense
Admiral Rob Bauer, Chair of the NATO Military Committee
Canadian Forces College
Lieutenant General (Ret.) D. Michael Day, Canadian Armed Forces
Meike Eoyang, Deputy Assistant Secretary of Defense for Cyber Policy, US Department of Defense
General Wayne Eyre, Chief of the Defence Staff, Canadian Armed Forces
Lieutenant General Michael S. Groen, Director, Joint Artificial Intelligence Center, US Department of Defense
Dr. Kathleen Hicks, Deputy Secretary of Defense, US Department of Defense
Office of the Judge Advocate General, Canadian Armed Forces
Dr. Mara Karlin, Performing the Duties of the Deputy Under Secretary of Defense for Policy, US Department of Defense
Lieutenant General B. Chance Saltzman, Deputy Chief of Space Operations, Cyber, and Nuclear, US Space Force

Academia

Dr. Drew Endy, Associate Professor of Engineering, Stanford University
Dr. Herb Lin, Fellow in Cyber Policy and Security, Hoover Institution, Stanford University
Lieutenant General (Ret.) H.R. McMaster, Senior Fellow, Hoover Institution, Stanford University
Dr. Megan Palmer, Executive Director, Bio Policy and Leadership Initiatives, Stanford University
Dr. Jacquelyn Schneider, Hoover Fellow, Hoover Institution, Stanford University

Business

Dr. Darrel Bricker, Global CEO, IPSOS
Dean Fealk, Managing Partner, DLA Piper
Dr. Bruce Pickering, Senior Advisor, GlobalSF
Dr. Sean Randolph, Senior Director, Bay Area Council
Philip Yun, President & CEO, World Affairs Council

Civil Society

Canadian Global Affairs Institute
Canadian Red Cross
Center for Justice and Accountability
Citizen Lab
Council on Strategic Risks
Our Secure Future
Jane Sloane, Senior Director, The Asia Foundation

Media

Kevin Baron, Executive Editor, Defense One
Battle Rhythm Podcast, Canadian Global Affairs Institute
Helsinki on the Hill Podcast, US Helsinki Commission
Lisa Kaplan, Alethea Group
Fergus Shiel, Managing Editor, International Consortium of Investigative Journalists
Jennifer Thomas, Associate Professor, Howard University

Science/Technology

Council of Canadian Innovators
Defense Innovation Unit, US Department of Defense
Lawrence Livermore National Laboratory

The Fellowship Dinner Series took place in Washington, DC and Ottawa. At each dinner, a group of experts from academia, think tanks, and the intelligence community gather to discuss relevant topics to that region. The dinners included speakers from the American Enterprise Institute, Brookings Institution, Canadian Global Affairs Institute, Carleton University, National Endowment for Democracy, University of Ottawa, University of Toronto Munk School of Global Affairs, US House of Representatives.

A Mentorship Session took place in Washington, DC, allowing the participants to meet with high-ranking retired military officers from the United States Armed Forces and leaders in industry: Major General Kim Crider, Beth McGrath (Deloitte), and General (Ret.) Janet Wolfenbarger.

A Leadership Session took place in Ottawa, allowing the participants to meet with military leaders in Canada to discuss leadership challenges and solutions. The session was led by Major General Lise Bourgon, the Women, Peace and Security Champion of the Canadian Armed Forces.

A Diplomatic Reception, hosted by Germany's Ambassador to Canada, Sabine Sparwasser, provided the opportunity for the Fellows to meet with their diplomatic representatives in Ottawa.

About Halifax International Security Forum

Our Mission: Halifax International Security Forum (HFX) is dedicated to strengthening strategic cooperation among democratic nations.

HFX is an independent, non-profit, non-partisan organization based in Washington, DC.

Our flagship Halifax International Security Forum is widely recognized as the world's foremost security conference for democracies. The annual Forum in Halifax, Nova Scotia attracts an array of top decision-makers, including senior military officers, cabinet-level officials, members of the US Senate, and global industry leaders, along with leading journalists, strategists, and champions for human rights from around the globe.

HFX also convenes high-level meetings in Washington, London, and elsewhere, as well as produces public policy recommendations and strategic advice on the major geopolitical challenges of the day and for the years to come.

HFX thanks the following sponsors of the Peace With Women Fellowship:



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