



Vision
To secure Sri Lanka by nurturing visionary, collective, and decisive leaders in security policy and decision making
H.E. Gotabaya Rajapaksa
President of INSSSL



Hon. Chamal Rajapaksa
Vice President of INSSSL



Maj Gen (Retd) GDH Kamal Gunaratne
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About Us
Institute of National Security Studies Sri Lanka (INSSSL) is the premiere think tank on national security in Sri Lanka under the aegis of Ministry of Defence

Threat Lens on “Proliferation of Drugs, A Threat to National Security” organized by INSSSL



Institute of National Security Studies Sri Lanka (INSSSL) held a ‘Threat Lens’ a close door roundtable discussion at the Ministry of Defence with the participation of a number of experts from the academic, diplomatic and security fields to discuss particular threats to Sri Lanka’s National Security. The Threat lens was titled “Proliferation of Drugs, A Threat to National Security” and was held at the main auditorium in the Ministry of Defence on 09th September 2020 from 1500hrs to – 1430hrs.

Sri Lanka’s strategic position in the Indian Ocean and its closeness to the Indian peninsula has accelerated the proliferation of drugs making it a hub for drug trade during the recent years which has its repercussions on the National security of the country. Recent exposure of many cases of apprehensions of Heroin and other dangerous drugs at sea and within the land has become a grave concern to the government of Sri Lanka. Also, drug trafficking is often associated with other forms of crime, such as money laundering, terrorism and corruption.

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The discussion by various stakeholders at this 'Threat Lens' comprehensively covered illicit drug trafficking, apprehensions, effects and other related issues that has become a threat to the national security and highlighted the importance of combating more effectively against this illicit drug trade.

The Threat Lens' was chaired by Additional Secretary (Defence), Mr. P.B.S.C. Nonis and the guest speaker was DIG Waruna Jayasundara, Commandant, Sri Lanka Task Force. Other experts who contributed for this discussion were Dr. Laknath Welagedera, Chairman, National Dangerous Drug Control Board; Major General (Retd.) G. Vijitha Ravipriya, Director General of Sri Lanka Customs; Snr. DIG W.L.A.S. Priyantha, Crimes, Organized Crimes, Crimes Intelligence, Women & Child Abuse Prevention Bureau, Narcotics and Election Range; Mr. D.N.C Abenayake, Deputy superintendent of customs; Major General A S Hewawitharana RSP USP ndc IG, Director General Military Intelligence,



Colonel Commandant, Military Intelligence Corps and Capt (G) SJ Kumara RSP & Bar USP BSc (DS). Rear Admiral Samantha Wimalathunge RWP VSV USP nswc MSc (DS) Mgt MSc (NS & WS) MA (SSS), Director General of Sri Lanka Coast Guard; Mr. T.M.W.D. Tennakoon; Snr. DIG Western Province; DIG G.K.J. Aponsu, Police Narcotic Bureau; Mr. Kokila Sibera superintendent of Police, State Intelligence Service; Air Cdre MDJ Wasage and officers from Army, Navy, Air Force have shared their insights and experiences at this discussion.

Building shared Destiny for Mankind in the Neighborhood against COVID 19



Director (Communications and Publications) at INSSSL, Rear Admiral D C Gunawardena RWP**,RSP, VSV, USP, nswc, psc, hdmc, MSc(DS)Mgt, , MMS,

MSc (NS & WS), BSc(Hons) participated as a speaker representing the Institute of National Security Studies Sri Lanka (INSSSL) in a joint webinar organized by the China Sri Lanka Cooperation Studies Centre (CSLCSC) of the Pathfinder Foundation together with the Chinese People's Association for Peace and Disarmament (CPAPD- a Beijing based Think Tank) on "Building shared Destiny for Mankind in the Neighborhood against COVID 19" on 8th September 2020. He delivered his presentation on 'The COVID-19 Pandemic and its Geopolitical and Security Impact in South Asia.' There were 12 participants representing the health, economic, academic, and media sectors from other think tanks. The discussion focused on areas such as the: impact of COVID on BRI; Sri Lanka's experiences and measures taken to address the Coronavirus pandemic; China-Sri Lanka bilateral relations; Security Situation in South Asia; and Building a Shared Destiny for Mankind.

Director General Admiral (Prof.) Jayanath Colombage spoke at an international panel hosted by Tillotoma Foundation on "Is Indian Ocean the Next Focus of China's Bellicosity ?

Admiral (Prof.) Jayanath Colombage, the Director General of INSSSL attended a webinar on 3rd August, 2020 which was organized by Tillotoma Foundation Kolkata, India. Tillotoma Foundation is a global academic and cultural organization. It is engaged principally in International Relations, Financial, Environmental, Scientific, and Strategic & Defence Policy. Tillotoma Foundation hosted one of the most comprehensive and high-profile international

panels on Chinese Influence in the Indian Ocean Region with nine distinguished panelists from six stakeholder countries, under the theme 'Is Indian Ocean the Next Focus of China's Bellicosity'? The high level panel brought their respective perspectives on 'will the strategy and tactics of Beijing create a similar situation as in South China Sea and pose challenges and threats to India or other littoral states in the Indian Ocean?'. The event was chaired by Professor Baladas Ghoshal, Distinguished Advisor (Indian Ocean & Southeast Asia), Tillotoma Foundation.

Public Lecture on “Oil Spill, A Major Threat to Environmental Security” was organized by INSSSL

Institute of National Security Studies Sri Lanka (INSSSL) held a public lecture, on 30th September at the auditorium of INSSSL with the participation of several experts from the academia, legal, military and security fields to discuss particular threats to environment especially connected with the MT New Diamond which caught fire off the South Eastern coast of Sri Lanka. The guest speaker was Mrs. Dharshani Lahandapura, the Chairperson of the Marine Environment Protection Authority (MEPA). The public lecture was moderated by Admiral Prof. Jayanath Colombage, Director-General, Institute of National Security Studies Sri Lanka.

Admiral (Prof.) Jayanath Colombage commenced the session by giving a brief on the sequence of events that led to the dousing of the fire on board 'MT New Diamond' crude oil tanker citing the environmental hazards it would have caused to the Indian Ocean. He praised the joint efforts taken by MEPA, Military forces including the Sri Lanka Navy, Air force, and Sri Lankan Coastguard and also the Indian Coast Guard, Navy and Air force in their contribution towards averting the disaster and successfully dousing the fire off MT New Diamond. He highlighted that as much as environmental peril is at hand, the legal conundrums, must be addressed in providing a dictum on accountability.

The guest speaker Mrs. Dharshani Lahandapura delivered an illustrious presentation on oil spills which revolved around five important categories, namely, “What are major oil spills that occur globally and locally, Sri Lanka as a vulnerable state for oil spills, The role of MEPA in case of an oil spill, oil spills as an environmental security threat, and actions taken at MT New Diamond incident and learnings”. She cited major oil spills such as The Torrey Canyon Oil Spill 1967, The Atlantic Empress Oil Spill (1979), The Ixtoc 1 Oil Spill (1979) highlighting the environmental damage caused by each oil spill. Focusing the discussion to Sri Lanka, She highlighted how Sri Lanka becomes vulnerable with regards to oil spills in terms of country's strategic location, monetary

incapability, and lack of technical knowledge in handling a vast disaster as such. Moreover, she shed light on the mandate vested on MEPA and Marine Pollution Prevention Act in relevance to legal framework currently existing on grappling the shipping hazards. She emphasized the responsibility of stakeholders to respond to the National Oil Spill Contingency Plan through forwarding recommendations, in order to counter, threats of oil spills. Then she discussed the adverse impacts of oil spills to Environmental Security in reference to effects on marine animals, plants, and shore amenities. In addition, effects to human welfare, economic activities were discussed reiterating that with disasters such as these, it ultimately poses threats not only on environmental security but also on economic security, and human security as well.

With reference to the MT New Diamond Case Study, she praised the collective response of Sri Lanka Navy, Air Force and Coast Guard, the regional corporation received through Indian Navy, Air Force and Coast Guard, and (ship) owner-appointed Salvors, in preventing what could have been recorded as the second largest oil spill in the history. She further espoused the actions taken through MEPA -as the national authority to coordinate oil spills- in mitigating the disaster through convening emergency response, engaging in scene inspection, measures of recovering expenses, legal action against the captain and quantifying pollution and marine environmental damages. As the initial danger has been mitigated, the safe removal of ship is yet to be inquired. Giving due attention to the setting of North-East Monsoon from mid-October to December, Mrs. Dharshani advised that swift action must be taken.

The discussion further unraveled through the audience as Dr. Terney Pradeep Kumara, General Manager Marine Environment Protection Authority (MEPA) Sri Lanka, commented on repercussions of MT New Diamond oil spill. He stated the difficulty of quantifying damages, recovering expenses, the difficulty of detaining the tanker and complexity of taking legal action against the Captain of the ship. He highlighted the sensitivity of the East coast which is rich with natural resources and its vulnerability on such oil spills. He further mentioned the



prevailing legal loopholes which needs to be remedied. Furthermore, he proposed a few recommendations to be taken by Sri Lankan Government in order to handle such disasters and mitigate effects in future catastrophes.

Capt. K. M. Nirmal P. Silva Harbor Master, Sri Lanka Port Authority expressed his view on subsisting deficiencies in the system such as lack of proper coordination and lack of resources. Dr. Dan Malika Gunsekara, Attorney-at-Law of the Supreme Court of Sri Lanka contributed with the possible legal avenues that can be taken to solve the crisis under admiralty jurisdiction.

Admiral Thisara Samarasinghe RSP, VSV, USP, ndc, psc, DISS, MNI- Former Commander of Sri Lanka Navy/ Senior Consultant, CINEC campus (Pvt) Ltd. pointed out the necessity of resorting to a quick procedure to solve legal claims. Many other officials including Prof. Deepthi Wickramasinghe Head of the department, Department of Zoology and Environment Science, University of Colombo expressed willingness to contribute through academia and collaborate on providing solutions in the future.

The event was concluded successfully identifying legal and institutional gaps that need to be addressed. Recommendations were made to increase effectiveness of the legal framework, funding mechanism and increasing private sector contribution. It was agreed that communication and knowledge sharing between each stakeholder must be aptly fulfilled and INSSSL has taken a significant initiatives in enabling such discussions.



Webinar on Regional and Geopolitical Environment and International Trade & Economic Relations

The Pathfinder Foundation, Sri Lanka and Vivekananda International Foundation, a leading think tank in India conducted a webinar on Monday, 17th August with virtual participation of several experts from both countries on two themes – Regional and Geopolitical Environment and International Trade & Economic Relations. The two delegations were headed by Chairman of Pathfinder Foundation,



Admiral (Prof.) Jayanath Colombage,
Director General of INSSSL



A.M.B. Bernard Goonetilleke
Chairman of Pathfinder Foundation



Dr. Arvind Gupta,
Director of Vivekananda International Foundation

A.M.B. Bernard Goonetilleke and Dr. Arvind Gupta, Director of Vivekananda International Foundation. Admiral (Prof.) Jayanath Colombage, Director General of INSSSL and Dr. Indrajith Coomaraswamy, former Governor of the Central Bank of Sri Lanka provided their perspectives in this webinar.

Ruwanthi Jayasekara was a Panelist at the International Women Summit 2020

The first International Women Summit organized by Nepal Institute for International Cooperation and Engagement (NIICE) was held on 18th July 2020. This was attended by various scholars from 12 countries including Sri Lanka, India, Nepal, Bangladesh, Pakistan, the United States, the United Kingdom, Armenia, the Philippines, Switzerland and Indonesia. Ruwanthi Jayasekara from INSSSL was in one of the panels, presenting on “Water and Sustainable Agriculture”.

Ms. Ruwanthi Jayasekara noted that both inadequate water as in the form of droughts and inundation of water in the form of floods pose a detrimental impact not only on environmental security and in the long run, creating an impact on community security, health security, economic security, political security and overall national security. Key focus was paid to the accessibility to safe water for agricultural produce, impact of high usage of chemical fertilizers, impact of natural disasters on agriculture, and the need for sustainable agricultural practices. She highlighted the need for organic farming with the involvement of both public and private sector.

BIMSTEC Senior Officials Meeting (SOM)



The virtual 21st session of Senior Officials Meeting of BIMSTEC held on 02nd September 2020 was organized by Sri Lanka, the current chair of BIMSTEC and this was preceded by the 4th Meeting of BIMSTEC Permanent Working Committee (BPWC). Admiral (Prof.) Jayanath Colombage, Director General of INSSSL and Secretary to Ministry of Foreign affairs chaired the session. He urged BIMSTEC member states to embrace the “new normal, and adapt fast”.

In his inaugural remarks he stated that the sector driven organization should collectively promote trade and investment cooperation, strengthen energy cooperation, increase connectivity and people-to-people contact,

focus on disaster management and public health, combat terrorism and extremism, deal with the adverse effects of climate change and work towards poverty alleviation. As the lead country for Information, Technology and Innovation sector in BIMSTEC, Sri Lanka informed that it will put forward proposals that would enhance the use of technological tools in daily life to address post COVID-19 effects and also cater to the demand for internet based economic activities and that the proposed setting up of the BIMSTEC Technology Transfer Facility, in Colombo would further augment the work Sri Lanka proposes to undertake in the sector.

Director General, Admiral (Prof.) Jayanath Colombage spoke at a virtual meeting organized by Institutional Capacity Building Initiative with National Defence College Sri Lanka and United States Government Agencies on 16th July 2020.

Director General Admiral (Prof.) Jayanath Colombage spoke at the Joint Debate on “Sustainable Shipping for a Sustainable Planet”

“Sustainable Shipping for a Sustainable Planet” has been selected as the World Maritime theme for 2020. This was an opportunity to raise awareness of the United Nations’ Sustainable Development Goals (SDGs) and showcase the work that the International Maritime Organization (IMO) and its Member States are undertaking to achieve the targets. In the light of achieving the targets, a joint debate was held on 25th September 2020 under the topic of “Sustainable Shipping for a Sustainable Planet”. It was organized by ELCOME one of the largest marine technology system integrators in the world. Admiral Prof. Jayanath Colombage was invited to be a speaker at the joint debate.



Joint Webinar between CLAWS (India) and INSSSL (Sri Lanka)

Discussion on a Memorandum of Understanding (MOU) on Cooperation between The Centre for Land Warfare Studies (CLAWS), (India) and the Institute of National Security Studies Sri Lanka (INSSSL), (Sri Lanka) was held virtually on Tuesday, 14th July 2020, from 0900hrs - 0930hrs. Lt Gen (Dr) Vijay Kumar Ahluwalia PVSM, AVSM**, YSM, VSM (Rtd), Director of CLAWS made his initial comments with the opening remarks and presentation about CLAWS and subsequently, Admiral (Prof.) Jayanath Colombage, Director General of INSSSL delivered a brief introduction on INSSSL and its role. Thereafter, both institutes discussed the MOU in length and in conclusion, Dr. Ms. Jyoti M. Pathania, Chairperson Outreach & Senior Fellow, CLAWS delivered the vote of thanks.

Director General Admiral (Prof.) Jayanath Colombage spoke on the ‘New era of India - Sri Lanka bilateral relations: Opportunities & challenges’

India is Sri Lanka’s closest neighbor. With the rise of India, and a new Indian identity and profile in the region, Sri Lanka and India should endeavor to work and support each other not only at the bilateral level, but also at the regional and multilateral level.

A Virtual meeting was held on 18th September 2020 under the topic ‘New era of India-Sri Lanka bilateral relations: Opportunities & challenges’. The session was participated by junior officials of the Sri Lanka Foreign Service attached to the Ministry of Foreign Affairs. Admiral (Prof.) Jayanath Colombage, Director General of INSSSL and Secretary to Ministry of Foreign affairs moderated the session.

Director General, Admiral (Prof.) Jayanath Colombage attended a webinar on 23rd July 2020, which was organized by the Chengdu Municipal Government, China. Director General shared his perspective on COVID-19 response sharing.

Director General Admiral (Prof.) Jayanath Colombage spoke at the Webinar on “Belt and Road International Cooperation: Combating COVID-19 with Solidarity”



The COVID-19 pandemic poses a serious threat to human health, safety and well-being as well as the socio-economic development of our countries and the world at large. The Foreign Ministers and officials of the Belt and Road International Cooperation held a video conference under the theme of “Belt and Road International Cooperation: Combating COVID-19 with Solidarity” on 08th July 2020. The high-level video conference on Belt and Road International Cooperation focused on how to combat the emerging corona virus and to enhance practical cooperation between countries within the framework of the Belt and Road Initiative (BRI) with special emphasis on Sri Lanka’s role in the BRI while analyzing the opportunities and challenges. The webinar was organized by The Pakistan-China Institute, Islamabad, Pakistan. Admiral (Prof.) Jayanath Colombage, the Director General of INSSSL participated in the webinar as a speaker.

Director (Communications and Publications) Rear Admiral D C Gunawardena shared his views on “Maritime Safety and Security: National Strategies and Regional Cooperation”

Rear Admiral D C Gunawardena RWP**,RSP, VSV, USP, nswc, psc, hdmc, MSc(DS)Mgt, , MMS, MSc (NS & WS), BSc(Hons), Director (Communications and Publications) of the Institute of National Security Studies Sri Lanka (INSSSL) was a speaker at the Zoom webinar conducted by the Lakshman Kadirgamar Institute (LKI) on Enhancing Regional Cooperation series on 29th September from 4.30 pm to 5.45pm.



Image Courtesy: Sri Lanka Navy

Zoom Webinar | Enhancing Regional Cooperation Series

Maritime Safety and Security: National Strategies and Regional Cooperation

September 29, 2020 | 4:30 to 5:45 p.m. IST

SPEAKERS



Rear Admiral D. C. Gunawardena
Director (Communications and Publications), Institute of National Security Studies Sri Lanka (INSSSL)



Admiral Sunil Lanba (Retd)
Chairman, National Maritime Foundation (NMF), and the former Chief of Naval Staff, India Navy



Rohan Masakorala,
CEO, Shippers' Academy, Colombo



Mr. Alan Cole
Head, United Nations Office on Drugs and Crime (UNODC)'s Global Maritime Crime Program



Dr. Ganeshan Wignaraja
Executive Director, Lakshman Kadirgamar Institute of International Relations and Strategic Studies (LKI)

50th Anniversary of Establishment of Diplomatic Relations between Sri Lanka and Vietnam

The importance of focusing on trade and economic relations between the two countries was highlighted as a key to enhance bilateral relations at a webinar titled ‘50 Years of Vietnam-Sri Lanka Relations: Achievements and Prospects’ organized to mark the historical milestone of 50 years of the establishment of Sri Lanka and Vietnam formal diplomatic relations. The conference was organized by the Lakshman Kadirgamar Institute of International Relations and Strategic Studies (LKI) in collaboration with the Embassy of Sri Lanka in Ha Noi, Vietnam, the Vietnam Academy of Social Sciences (VASS) of the Viet Nam Institute for Indian & Southwest Asian Studies (VIISAS)–Ha Noi and the Foreign Ministry of Sri Lanka. The conference was held on 22nd September 2020 and was aimed at deepening economic, diplomatic, and cultural ties between the two countries. Delivering the opening remarks, Director General of INSSSL and Foreign Secretary, Admiral Prof. Jayanath Colombage stated that Sri Lanka and Vietnam have enjoyed deep rooted and friendly relations over centuries, even before the establishment of formal bilateral relations in 1970.



Director General, Admiral (Prof.) Jayanath Colombage delivered a lecture virtually on “Framework of India Sri Lanka Relationship: Opportunities and Challenges” to the participants following the National Defence Course and staff which was organized by the National Defence College, India on 23rd July 2020.



25th Silver Jubilee Annual Academic Sessions of the College of Community Physicians

Director General, Admiral (Prof.) Jayanath Colombage was the key note speaker at the 25th Silver Jubilee Annual Academic Sessions organized by the College of Community Physicians on 16th September 2020 which was held at Hotel Shangri-La, Colombo.



Director General Admiral (Prof.) Jayanath Colombage spoke at a panel discussion on “Analyzing Initiatives to augment the Maritime Connectivity among the BIMSTEC Member



States: Prospects and Challenges” on 23rd September 2020. The discussion was jointly organized by National Maritime Foundation (NMF) India, Pathfinder Foundation (PF) Sri Lanka, and Bangladesh Institute of Maritime Research and Development (BIMRAD).

Maintaining National Security: Role of Sri Lankan Military during COVID-19

National security means the ability of a state to cater for the protection and defence of its citizenry. It is closely associated with the rights of citizens and the responsibility of the state towards them. Every government should give priority to national security. Initially the primary focus was on focusing on military security but now it encompasses a wide range of non-military dimensions such as economic security, food security, energy security, and environmental security. As Theresa May, the Prime Minister of Great Britain has mentioned "National Security is the first duty of the government". Every country's main duty is to maintain national security and in that case, the military is one of the main tools to protect citizens, nourishing the survival of the states as well as combatting crimes and threats. Everyone needs oxygen to breathe subsequently every nation needs to have an accurate policy to maintain national security since it is the shield of the country.

Sri Lanka is the pearl of the Indian Ocean and today faces a range of security threats easily due to its geostrategic location. Coming almost exactly ten years after the end of Sri Lanka's civil war which pitted government forces against a Tamil insurgency led by the Liberation Tigers of Tamil Eelam (LTTE) – Easter Sundays Islamic State-inspired bombings shook a country struggling to find its way toward a stable peace. Sri Lanka suffered a disorienting blow on Easter Sunday, 21 April 2019, when a series of suicide bombings killed over 250 and injured hundreds of more Christian worshippers and foreign tourists. The seven coordinated bombings targeted three Christian churches – in the capital Colombo, north of Colombo in Negombo, and in the eastern town of Batticaloa – and three high-end hotels in Colombo, and later a small guesthouse south of the capital. This became a massive Extremist's violence in Sri Lanka but the previous government's immediate reaction to the attacks was confused and ignored. Due to the weakness of the former regime, tremendous downfall happened in intelligence

services. As a result, many people were killed. But the new president's regime identified the weak points of the former regime and initiated new strategic policies to counter these threats.

Covid-19 is an ongoing global health crisis and one of the major threats for the Sri Lankan government after the Easter attack by extremists. Government with the support of the Health ministry and Tri-forces, identified new clusters using human intelligence and formed superior strategies. Sri Lankan government together with the military initiated new precautionary measures while protecting citizens' rights and democracy. She rapidly mobilized its minimum resources to control the ongoing pandemic with the support of the efficient state-funded health services and the defense professionals under the visionary and able leadership of the President. This paper tries to identify how the Sri Lanka military maintains national security during COVID-19 and what kind of strategies were taken by them using military capabilities to mitigate crimes while combatting the health crisis to ensure a secure and safe country.

Sri Lanka was one of the countries that successfully secured good healthcare at low cost. She closely monitored the pandemic's movement right after the first case appeared in the nation and using human intelligence Tri-forces tracked any potential COVID-19 suspects and send them directly to the quarantine centers. While the entire world is engulfed in COVID-19 fear, the Sri Lankan Government, which is taking all possible precautionary measures to contain the virus, has also taken serious measures to combat crimes and threats.

"Proactive intervention to prevent any outbreak of COVID-19 within Sri Lanka" is the vision of His Excellency the President Gotabaya Rajapakse. The government of Sri Lanka acted well before the pandemic hit the region. HE the President, appointed Lieutenant General Shavendra Silva, as the Head of National Operation Centre for

Prevention of COVID-19 Outbreak (NOCP) together with the Chief of Defence Staff and Commander of the Army and Medical Specialist Dr. Anil Jasinghe, Director General of Health Services,

with their handful

of experts taking risk forward, and introduced new strategies to protect people from this health crisis.

National Task Force was appointed by the government and they implemented the new approach called 3T (Testing, Tracing, and Treatment) to combat this pandemic. Sri Lanka has no plans to have foreign troops deployed in the country to combat the pandemic. The Island nation's military and police showed their capabilities in tackling the pandemic. According to the Defence Secretary Kamal Gunaratne "Our military has already shown their expertise and professionalism in handling the emergency created under the coronavirus threat".

Sri Lankan military was at the forefront of the COVID-19 prevention operations. Also, Sri Lanka's intelligence agencies have been used to trace people who are closely associated with Corona virus-positive patients and the military had rapidly established more quarantine centers around the country and have been praised for their efficiency and the excellent facilities. As of 23rd March, forty-five quarantine centers had been built in the country by the Sri Lanka Army. Kandakadu, Punani, Galkanda, Meeyankulan, Welikanda are some of the quarantine centers in Sri Lanka. While Police have managed the curfew and the military has shouldered the responsibility for the national response from contract tracing to running quarantine centers.

Read full article here: <http://www.insssl.lk/index.php?id=253>



By Hiruni Jayaratne

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The Writer is an Intern at the Institute of National Security Studies Sri Lanka (INSSSL), premier think tank on National Security functioning under the aegis of Ministry of Defence. The opinion expressed is her own and not necessarily reflective of the institute.



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