



2300 Dulles Station Blvd  
Herndon, VA 20171-6133  
United States

# Network Science Research Center

## Advancing Network Science through Innovation

December 10, 2012

### Reference for Charles Atencio

To Whom It May Concern:

We are honored and privileged to provide the following regarding Charles Atencio. Charles epitomizes the multidisciplinary imagination, cross-collaboration, and fervent dedication required to establish and nurture the continued growth of the IBM Network Science Research Center (NSRC) and Prince of Wales Fellowship at MIT and Harvard. As our Director of Operations, Charles has been a key liaison between our research and government partners, tirelessly ensuring that our projects remain on schedule and under budget. **Charles' ability to strategically assess customer requirements has successfully anticipated future trends in technology development and applications, which have enabled the successful development of strategic business partnerships.**

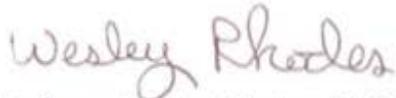
The NSRC's inherent design, activities, and socio-technical systems approach is structured around problems, rather than disciplines, and we have been slowly, but successfully, scaling the mountainous peak faced by development, governance, and stability planners. By coupling our "SD" (Development, Diplomacy, Defense, Disaster, and Data) multidisciplinary systems analysis vantage point with our in-house Sensemaking methodologies and Big Data wherewithal, NSRC offers to interdisciplinary actors within the quadruple helix of academia, industry, government, and international organizations the ability to make better use of existing datasets and to better analyze large incoming datastreams so as to improve decision-making. **Charles was instrumental in communicating the unique value of NSRC research to secure additional resources of infrastructures, analytics, and people** to creatively address complex socio-technical challenges, within our diverse network of familial partners, which includes: (1) higher education and research institutions (Swansea, MIT, and Harvard), (2) foundations (Prince of Wales Fellowship at MIT and Prince Edward Institute for Social Complexity), (3) companies (IBM

Federal, Cadmus, Inmarsat), (4) and government agencies (95<sup>th</sup> Civil Affairs Brigade [Airborne] of the U.S. Special Operations Command, the North East Information Operations Center [NEIOC] of U.S. Army Cyber Command, Joint IED Defeat Organization [JIEDDO] of the Department of Defense, etc. **Such multilateral arrangements epitomize Charles' marketing communications and relationship development capabilities.**

Charles' mentorship of the Prince of Wales Fellows at MIT and Harvard, such as during the Fort Bragg Civil Affairs Conference with the 95<sup>th</sup> Civil Affairs Brigade, have also been invaluable. Most recently, he has supported our efforts with the U.S. Army Cyber Command's NEIOC. In these endeavors and, in particular, with the MIT International Development Initiative, **Charles has been simply incredible at outreach and recruitment.**

In summary, Charles is talented and motivated, making him an exceptional candidate for any organization. His humility and demeanor should not be misinterpreted; his harmonization and ability to switch back and forth between introvert and extrovert is unparalleled. It is my pleasure to provide him with our strongest recommendation for this opportunity.

Very respectfully,



Professor Wesley Rhodes, Ph.D. (ABD), PMP, MCSE, MBCP, ITIL v3, CISSP  
Chief Technology Officer, Dynamic Sensemaking and Big Data Exploitation  
IBM Corporate Strategy  
Director, Network Science Research Center



Dr. Steve Chan, Prince of Wales Senior Fellow  
Director, Network Science Research Center