

Watermark

The Alumni Magazine of the Center for Homeland Defense and Security

Integrating Cybersecurity Strategy Into CHDS Courses ♦ CHDS Grads Take Public Health to Middle East ♦ Alumni Feature: Winski at the National September 11 Memorial ♦ Magram Moves Cooperative Effort Forward ♦ First Responder Safety: Dooris Has Your Back ♦ ELP Expands to Pacific ♦ “Breaking Bad” on Motorcycle Gangs ♦ Strindberg Discusses “Arab Spring” ♦

Regional Alumni Chapters

CHDS Regional Alumni Chapters have been started throughout the United States. Current chapters and contact information for alumni leading their respective organizational efforts are provided below. Alumni interested in starting a new regional chapter in their area may contact Heather Issvoran at hissvora@nps.edu for more information.

Pacific Northwest Region

Pacific Northwest Region Chapter Contact:

Midwest Region

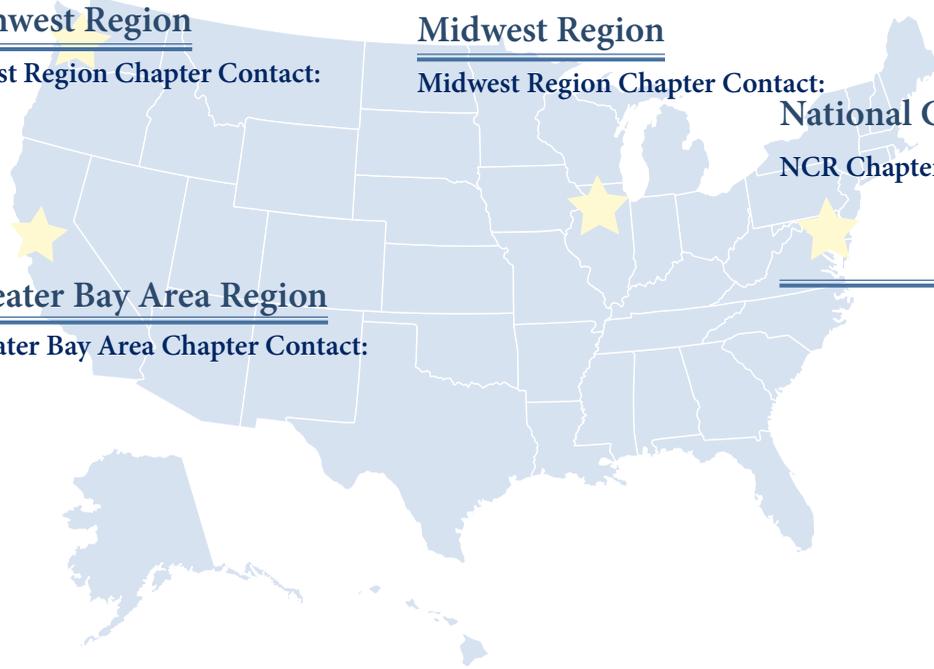
Midwest Region Chapter Contact:

National Capital Region

NCR Chapter Contacts:

Greater Bay Area Region

Greater Bay Area Chapter Contact:



Save the Date!

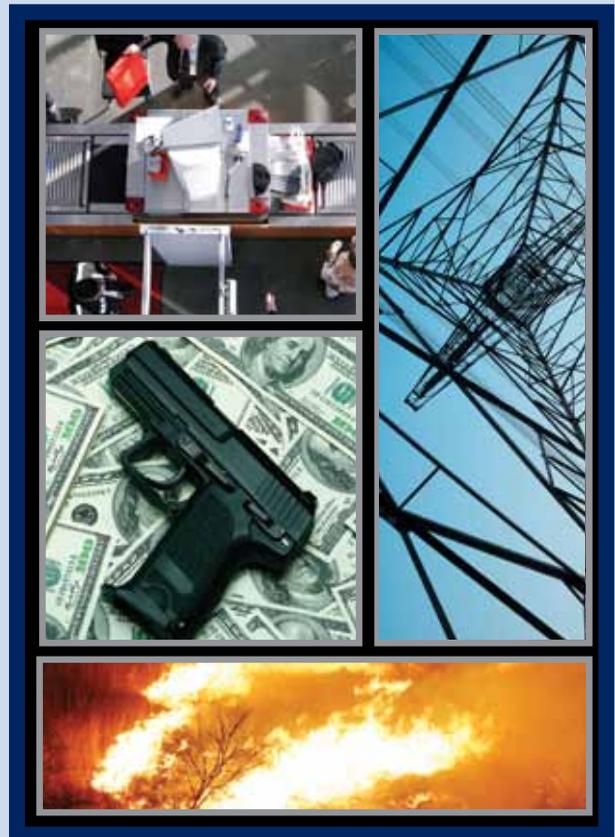
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Message from CHDS Director Glen Woodbury

Dear Alumni,

This edition of Watermark arrives just weeks after a seminal moment for homeland security in the United States – the 10th anniversary of 9/11.

We commemorated the anniversary with a special print edition of Homeland Security Affairs that included essays from the Department of Homeland Security's three Secretaries – current Secretary Janet Napolitano and former Secretaries Tom Ridge and Michael Chertoff – as well as Department of Defense Assistant Secretary Paul Stockton (the founding CHDS director) and members of our faculty. The journal was complemented by our Homeland Security Audio Archive, a collection of your stories and how the Sept. 11 attacks impacted your profession.

I urge you to visit our Web site, if you have not already, to listen to these gripping stories and, perhaps, add your own (www.chds.us/?audio_archive).

CHDS graduate, and retired New York Police Department Inspector Pete Winski spent the anniversary at the opening of the National September 11 Memorial, and shares his thoughts about revisiting the site 10 years later.

While September was a time to reflect, our work at CHDS continues with the same urgency as when we began.

In this edition, you will learn about alumni Jeffrey Magram's work with the California Air National Guard in pioneering the use of technology developed right here at the Naval Postgraduate School campus. Speaking of technology, you will also learn how Executive Director Ted Lewis and the CHDS faculty is integrating cyber security into each course offering.

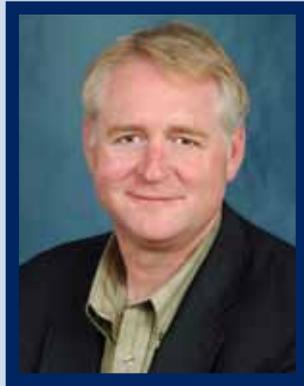
While first responders tend to be most associated with homeland security, this Watermark shows that public health remains a critical piece of homeland security strategy. Master's degree alumnus Robert C. Hutchison and Executive Leaders Program alumna Sharon I. Peyus discuss their visit to the Middle East this summer to discuss infectious diseases. Also, Coast Guardsman Matt Dooris discusses his new role as a safety and environmental health officer.

On a final note, please remember that the 2012 CHDS APEX Alumni Continuing Education Conference is scheduled for February 21-23. Registration information is available by visiting www.chds.us/?special/info&pgm=2012Conference.

As we near the end of 2011, I wish you a happy, prosperous and secure 2012.

Truly yours,

Glen Woodbury



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Watermark is published semiannually for the alumni of the Center for Homeland Defense and Security (CHDS). Views expressed in this publication do not necessarily represent the official policy or position of the Naval Postgraduate School, the Department of Homeland Security, the Department of Defense, CHDS, the CHDS alumni or faculty, or the U.S. Government.

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CHDS Injects 'Cyber' Into Homeland Security Study



While volumes have been written about the technological perils of cybersecurity, scant information exists on policies and strategies to address the threat.

The Naval Postgraduate School Center for Homeland Defense and Security (CHDS) is addressing the policy challenges by incorporating the topic into all of its courses.

During this year's faculty retreat, instructors discussed the emerging issue and whether it could be addressed in an additional course offering. After identifying about 14 topics that should be covered, and realizing there wasn't room for an additional course in the curriculum's time frame, the decision was made to include cybersecurity in all courses, even when a link is not readily apparent.

"Most of the cybersecurity education has to do with the technical sides – viruses, worms and firewalls," observed CHDS Executive Director Ted Lewis. "Actually, there are plenty of courses on that aspect but there seems to be a dearth of course and information on policy and strategy. Our focus is on policy and strategy which is a pretty open field."

Faculty has already begun inserting the network security component into courses. In some cases, subject matter has been shifted to other courses. For example, some subject matter previously covered in the "Critical Infrastructure: Vulnerability Analysis and Protection" is now taught in the "Technology for Homeland Security" course, Lewis said.

The very definition of the term "cybersecurity" is a bit subjective. Generally, it may be construed as all things related to the Internet and networks, but Lewis sees it as a broad and untapped academic field.

"It can range from the traditional hacker to child pornography to fraudulent activity on the internet to terrorist activity," he noted.

The term can further encompass matters such as social media-related bullying to uprisings such as the Arab Spring in which Web 2.0 technologies like Facebook and Twitter have played roles.

Faculty member Rodrigo Nieto-Gomez said he has introduced the topic in his courses by discussing the security policy implications of systems hacking as well as adding literature and introducing

"I think the faculty sees it as an opportunity to contribute something new. I think they are right. When you get into the literature on cybersecurity, it's 99 percent technical and 1 percent what to do about it in terms of strategy and policy."

*Ted Lewis
CHDS Executive Director*

a cybersecurity element into simulations. The rising notoriety of groups such as Anonymous has added urgency to educating policy makers on the subject.

“Cybersecurity was a natural fit for the strategy seminar (“Strategic Planning and Budgeting for Homeland Security”) because actors who participate online in the security environment, both legal and clandestine, are by far the most adaptive actors of all because they depend on and use information technology,” Nieto-Gomez said. “And information technology is rapidly changing and highly adaptive in itself.”

Social implications of online behaviors have gone main-stream to the point a new term has been coined, “hacktivism,” Nieto-Gomez noted.

Faculty member Richard Bergin said the “Technology for Homeland Security” course is drawing from literature on business ecosystems, biological ecosystems and systems thinking seeking to describe a Homeland Security Cyber Ecosystem (HLSCE). He is working with colleague John Rollins in developing the cybersecurity piece of that course.

“The literature on business ecosystems is being extended to describe how communities of interdependent actors co-evolve, generate various types of symbiosis, and fill particular niches in a HLSCE,” Bergin said.

The literature on biological ecosystems, which describes dynamics such as “Community Assembly,” “Food Web Relationships” and “Complex Interdependencies and Feedback Loops” is being used to build a HLSCE analogy.

Beginning with cohort 1103/1104, the cybersecurity component of the technology course was expanded to include a new “Cyber Threats” module in the first in-residence session, two new modules: “Homeland Security Ecosystem” and “Government Cybersecurity Policies and Roles” in the networked learning portion of the technology course, and an expanded version of the “Computer Security and Information Assurance” module also contained in the network learning portion of the course.

Because little has been written about information systems security in the policy and strategy realm faculty members have an opportunity to break fertile academic ground, Lewis believes.

“I think the faculty sees it as an opportunity to contribute something new,” Lewis said. “I think they are right. When you get into the literature on cybersecurity, it’s 99 percent technical and 1 percent what to do about it in terms of strategy and policy. We’ll see what emerges. There will probably initially be duplication and similarities, but eventually they will each find their own niche.”

Moreover, injecting network security into the curriculum the Center is broadening the academic field of homeland defense. While the field has been traditionally rooted in terrorism for a decade, agencies and academics often cite the need for an all-hazards approach to policy.

“The curriculum is probably becoming broader in the sense of getting away from terrorists and counterterrorism focus and maybe more on general threats to society,” Lewis said. “Cybersecurity is probably going to draw people in that direction even more. Homeland security is an evolving discipline and unless the faculty is willing to evolve with it, it could easily become outmoded.”

Cybersecurity Reading Room and Resources

Select books, articles, lectures and other resources from CHDS, HSDL and UAPI. Much more available at chds.us, hSDL.org and uapi.us.



Critical Infrastructure Protection In Homeland Security Defending a Networked Nation
Ted Lewis
Wiley Press (2009)

Over 150 cybersecurity lectures, videos, slide presentations and more are available at UAPI.US



Bak's Sand Pile
Ted Lewis Agile Press (2011)

Over 370 resources come up when searching on cybersecurity in the title field at HSDL.ORG

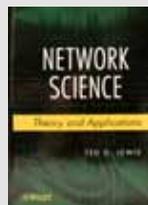
CYBER SECURITY: RESPONDING TO THE THREAT OF CYBER CRIME AND TERRORISM
<https://www.hSDL.org/?view&did=687684>

Secretary Napolitano Kicks Off National Cyber Security Awareness Month at Michigan Cyber Summit
<http://tinyurl.com/3qkkr4>

CIP Report: Cybersecurity (January 2011) <http://tinyurl.com/3o8vy9j>

CHDS Faculty Experts in Cybersecurity
Rudy Darken, Ted Lewis, Tom Mackin,
and Rodrigo Nieto-Gomez

Critical Infrastructure Protection Module: Cyber Security Lecture on CHDS website in Resources:
<http://tinyurl.com/4y42wxk>



Network Science: Theory and Applications
Ted Lewis Wiley Press (2009)

TEN YEARS LATER: AT THE NATIONAL SEPTEMBER 11 MEMORIAL

By Peter Winski, CHDS Class 0603/0604



Names of NYPD responders lost in the attack on the World Trade Center are grouped within their departments by one of the waterfalls at the National September 11th Memorial



Peter Winski at the opening of the National September 11th Memorial

The 10-year anniversary of the Sept. 11 attacks on the World Trade Center was commemorated with the annual pilgrimage of the grieving families and friends of those who died to the site of the attack in downtown Manhattan. This year was thankfully different than the previous nine years. For the first time the anguished families and friends had a proper place to mourn due to the opening of the National September 11 Memorial.

Upon entering the Memorial, the constant din of noise that emanates from New York City is left behind and an eerie hush becomes noticeable. The names of those who perished are still being read from the stage that had been erected right outside the Memorial as visitors whisper in respectful tones. All other noise is quickly drowned out as visitors near the main feature of the Memorial, the waterfalls which flow within the actual footprints of the World Trade Center Towers. There is a palpable feeling of awe in the air as I look upon the Memorial Waterfalls within those footprints of the fallen towers and see the water as it cascades down into the black oblivion only to rise again in a continuous ballet of movement.

The thought that immediately comes to mind is the memory of the enormity of the “Twin Towers.” They dominated the skyline from afar but up close, their size was hard to describe to anyone who had not seen them in person. They were so huge that within a block of those massive buildings, it was necessary to twist your head way back to view the very top of them. Unfortunately, the next thought that leaps to my mind is the way they looked aflame 10 years ago, as I dodged the falling debris and the poor souls who had no other option but to leap to escape the flames. The final image is what remained after the collapse, approximately three stories of burning concrete, steel girders and dust that was referred to as “The Pile.”

The “Pile” is gone. It has been replaced by trees, strips of green grass and two magnificent waterfalls which are surrounded by black granite with the names of the approximately 3,000 people who perished. The names etched in the black granite resemble a gigantic headstone in an ornate cemetery. In effect this is what many of the family members consider the final resting place of their loved ones because no trace of so many of those who perished has ever been recovered.

As I slowly walk around the Memorial, I am greeted warmly by Chief Joseph Esposito, the Chief of Department for the New York City Police Department who is the highest ranking uniform member of the NYPD and has held his position since the Giuliani administration.

“They are over there” he states, as he points to a section of the Memorial.

Every time a recovery of a first responder was made, the flag draped remains were marched through lines of workers and volunteers to the on-site temporary morgue and someone would respectfully call out; “Another Brother going Home.”



Memorial from the air

I am momentarily puzzled by his statement as he moves on because I don't see any NYPD members standing where he has just gestured. As I approach the area, it finally dawns on me. The names of those who have perished so heroically have been grouped together. Instead of just carving the names alphabetically of all those who perished, the names of the emergency responders have been placed within their respective Departments. The NYPD members are separately designated as are the Port Authority Police Department and the New York City Fire Department members who lost their lives so heroically trying to rescue others.

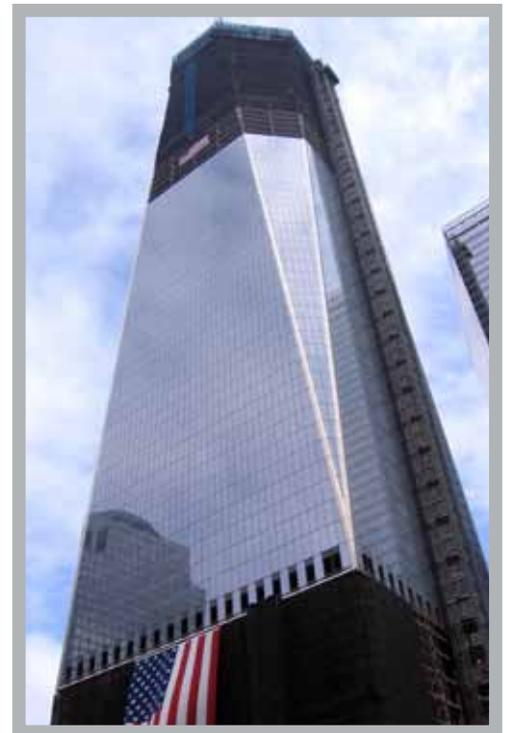
As I gaze upon the chiseled names of those I knew, their faces and their smiles come to mind and I force myself to remember them as they were in life and not as I looked upon them as there remains were recovered. I also remember the hundreds of honor guards I had orchestrated down at Ground Zero. Every time a recovery of a first responder was made, the flag draped remains were marched through lines of workers and volunteers to the on-site temporary morgue and someone would respectfully call out; “Another Brother going Home.”

Just as respectfully as those heroes were honored, the National September 11 Memorial honors all of those who perished that day, including those who were lost at the Pentagon and on Flight 93, who each have their own specially designated area along the Memorial. Also included are the six people who were killed during the bombing of the World Trade Center on February 26, 1993.

Around the grounds surrounding the waterfalls there is life in the greenery of the trees and the grass woven through the walkways. It is truly an “oasis” of water, trees and grass among the steel, stone and glass of the skyscrapers in the concrete jungle. Chiefly among the tall buildings, the new World Trade Center Tower has begun to ascend. Although not nearly completed, it is a powerful sign of the resilience and determination of the American Spirit and an important sign to the first responders, construction workers and volunteers that their efforts were not in vain. It is also an important symbol to New Yorkers and all Americans to show that it is not how many times you get knocked down that matters, but how many times that you get up that really shows your true character.

For some the Memorial may have taken too long to build and, in fact, the indoor museum component will not be open for another year. Although it took years to build the Memorial, speed was secondary to the creation of a proper and respectful monument to recognize the tragedy that occurred on that day. That has been accomplished and now the nation now has a place for quiet reflection and remembrance for all of those who perished on that terrible day. What was once a smoldering pile of debris and destruction has been transformed into a beautiful, peaceful and powerful oasis for family members, survivors, as well as all Americans, to visit and pay their respects to those who perished.

Peter Winski is a retired Inspector from the New York City Police Department and was assigned as the Commanding Officer of the First Precinct, which covers the World Trade Center area, during the attacks of September 11, 2001. He was intimately involved in the rescue and recovery efforts at Ground Zero.



World Trade Center Tower rises next to the National September 11 Memorial



Sharon Peyus, an alumnus of the Executive Leaders Program at CHDS and Robert Hutchinson, a graduate of the CHDS Master's Program presented lectures at the Infectious Disease Border Issues Conference in Amman, Jordan in June and the Infectious Diseases and Disaster Response Conference in Abu Dhabi, UAE in July

Infectious Disease Lectures Illustrate Power of Collaboration

Two alumni of the Naval Postgraduate School Center for Homeland Defense and Security traveled to the Middle East this summer to present six lectures related to infectious diseases and homeland security.

Sharon I. Peyus, an alumnus of the Executive Leaders Program, and Robert C. Hutchinson, who earned a master's degree in 2010, presented six lectures at the Infectious Disease Border Issues Conference June 19-21 in Amman, Jordan, and at the Infectious Disease and Disaster Response Conference July 11-14 in Abu Dhabi, United Arab Emirates. The two presented on the behalf of United States Central Command (CENTCOM) and the Center for Disaster and Humanitarian Assistance Medicine (CDHAM).

With the recent release of the movie "Contagion" and the resulting increase in interest regarding the possible impact of a novel or re-emerging serious pandemic infectious disease, these U.S. CENTCOM conferences have become even more important and relevant to focus and leverage national and international attention. In a world of diminishing financial resources, international education, coordination and collaboration are essential to prepare for and respond to a significant public health threat.

The lectures illustrate the emphasis on collaboration commonly fostered at CHDS.

"The collaborative concepts we studied at CHDS and the importance in taking a leadership role paralleled the many honest conversations we had with conference participants about the risks any country faces and our collective limitations," Peyus said.

Both work for U.S. Immigration and Customs Enforcement, Homeland Security Investigations. The conferences were developed to create a platform for military leaders and civilian authorities to share best practices and lessons learned in regards to emerging infectious diseases, border security and disaster response.

"Even though Sharon and I have a long history of working together on emergency preparedness and disaster response, these

conferences really assisted us in expanding our international perspective, especially for infectious diseases," Hutchinson said. "Our CHDS education and experiences reinforced the importance of international collaboration, coordination and cooperation and assisted us in developing our presentations."

The presentations in Jordan addressed various issues and challenges regarding border control policy and enforcement activities during a pandemic or other health-related threat to a nation or region, as well as the world. The conference, graciously hosted by the Royal Medical Service, was attended by about 100 Jordanian public health, law enforcement, customs and other officials responsible for public health policy development, implementation and assessment.

While pandemic influenza was the focus, participants also discussed re-emerging public health threats such as polio, dengue fever, yellow fever and measles.

"The need for international collaboration was really demonstrated due to the complexity of the issues and internal challenges of the nations involved," Peyus said.

"Even though Sharon and I have a long history of working together on emergency preparedness and disaster response, these conferences really assisted us in expanding our international perspective, especially for infectious diseases. Our CHDS education and experiences reinforced the importance of international collaboration, coordination and cooperation and assisted us in developing our presentations."

*Robert C. Hutchinson
Supervisory Special Agent (ASAC)
U.S. Immigration and Customs Enforcement*

The pair's presentations addressed: Options for Preventing Disease Transmission at Borders – What Works and What Does Not; Steady State versus Crisis Resources for Border Containment; Border Security / Port Security Issues – How Long Can Crisis Operations Be Sustained; and Diplomatic Agreements and Resources versus Crisis Resources for Border Containment.

“The attendees were very interested in our lessons learned from previous incidents and disasters and rather surprised that we shared many of the same challenges as their nations,” Hutchinson said.

A tabletop exercise was conducted over three days during the conference to permit attendees to work through issues in interdisciplinary groups and exchange thoughts and ideas regarding infectious disease and border issues.

Peyus and Hutchinson's presentations in the United Arab Emirates

“The discussions looked beyond the traditional government-centric approach and were supportive of integrated planning and preparedness across all sectors of society; building and strengthening needs and capacities; and focus on reducing risks and vulnerabilities,” Peyus noted.

addressed two topics - Whole of Society and Regional Society and Regional Approach to Disaster Management and Importance of Contingency Planning – Learning our Lessons. The conference was hosted by the Royal Medical Corps at the impressive Armed Forces Officers Club and Hotel and included officials from United Arab Emirates, Iraq, Jordan, Lebanon, Qatar, Saudi Arabia and Yemen.

The regional delegates and attendees included several surgeons general as well as numerous military general and flag officers and public health physicians. A presentation from each nation permitted the attendees to better understand their neighbor's current priorities and challenges.

“The discussions looked beyond the traditional government



Presenter speaks about the infectious disease authorities in Abu Dhabi at the Infectious Disease and Disaster Response Conference



Hutchinson and Peyus with Karen Ellis of the Center for Disaster and Humanitarian Assistance Medicine at the Jordan River

centric approach and were supportive of integrated planning and preparedness across all sectors of society; building and strengthening needs and capacities; and focus on reducing risks and vulnerabilities,” Peyus noted.

On the last day of the conference, a tabletop exercise was conducted that focused on the capabilities of the nations to prepare for, respond to and recover from a significant pandemic influenza outbreak. The exercise permitted the participants to identify areas for improvement and contemplate their accurate capabilities to support their regional neighbors during a significant public health threat. At the end of the conference, the participants began planning the agenda and presentations for a follow-on conference for this important region of the world.

Both of the conferences provided the opportunity for collaboration on many levels, the pair said. On the micro-level, the conferences enabled two CHDS alumni the opportunity to work together to share their knowledge and experience to assist the participants in expanding and enhancing their preparedness planning for pandemic threats in the future. On a macro-level, decision-makers from several Middle Eastern countries were able to obtain and share information that shall likely improve their planning, response and recovery efforts and capabilities, especially with a focus on international cooperation and coordination.

The conferences were sponsored by the Department of Defense, CENTCOM in conjunction with the Armed Forces Health Surveillance Center and Uniformed Services University of the Health Sciences, Center for Disaster and Humanitarian Assistance Medicine.

“Participating in these valuable conferences enabled us to share knowledge and explain the mission of our department and agency to the international partners that did not fully understand our responsibilities and capabilities, especially in a post 9/11 world,” Hutchinson said.

Gonzalez 'Breaks Bad' on Outlaw Motorcycle Gangs

Whether it's millions of viewers tuning in to the popular television show "Breaking Bad" or college students reading Hunter S. Thompson's bestselling book "Hell's Angels" almost 50 years ago, the image of the motorcycle outlaw enjoys a certain degree of popular appeal in American society.

But the men and women of U.S. Customs and Border Protection's Anti-Gang Initiative, which includes CHDS student Jorge Gonzalez, are aware that certain outlaw motorcycle gangs are involved in a wide variety of criminal activities.

"There may be a narrative out there that members of these organizations are anti-heroes," said Gonzalez, a policy advisor with CBP's Office of Policy and Planning and a student at the Naval Postgraduate School Center for Homeland Defense and Security. "However there is a clear, compelling body of evidence demonstrating that certain outlaw motorcycle gangs are sophisticated, international criminal organizations."

Despite the somewhat romanticized depiction in popular culture, many of these gangs are involved in drug-, weapon- and human trafficking as well as money laundering, murder, fraud, theft, weapons trafficking, passport- and visa fraud, corruption of public officials, and trafficking in stolen property as part of far-flung, worldwide criminal enterprises.

Most recently, for example, on September 23, 2011, the Hell's Angels and Vagos motorcycle gangs were involved in a fatal shooting in Sparks, Nevada, that led to a state of emergency in that small town.

Gonzalez was part of a three-person team honored September 14, 2011, with the President's Award from the International Outlaw Motorcycle Investigator's Association. The honor was

for the successful work of CBP's Anti-Gang Initiative and the Department of State, with strong support from the Department of Homeland Security Office of Policy and other federal law enforcement agencies. Also honored were colleagues from the CBP Anti-Gang Initiative and the Department of State.

The award stems from work that did not require going undercover while wearing leather chaps, roaring along Route 66 atop a self-modified Harley-Davidson or listening to old Steppenwolf records. Instead, the Anti-Gang Initiative methodically leveraged a national and international network of law enforcement colleagues and CBP's and State's legal authorities.

The team first documented the wide variety of illegal activities perpetrated by these organizations and then disrupting outlaw

"There may be a narrative out there that members of these organizations are anti-heroes. However there is a clear, compelling body of evidence demonstrating that certain outlaw motorcycle gangs are sophisticated, international criminal organizations."

Jorge Gonzalez

*Policy Advisor, CBP's Office of Policy and Planning and
CHDS MA Student*



motorcycle gang operations by identifying and prohibiting **members of these organizations from traveling to the United States**. The team succeeded in amending the Department of State's Foreign Affairs Manual to prevent foreign members of these organizations from obtaining visas or otherwise traveling to the United States.

"The practical effect is that once the Anti-Gang Initiative is able to establish a foreign national is a member of one of the designated organizations, they are either ineligible for a visa to travel to the United States or are interdicted by CBP as they attempt to travel to the United States under the Visa Waiver Program unless adjudicated differently in a particular case," Gonzalez said.

The Anti-Gang Initiative was able to take existing provisions that have applied in the past to organizations such as the Mafia and MS 13 and applied them to the Hells Angels, Outlaws, Mongols and the Bandidos outlaw motorcycle gangs as well as the Japanese organized crime syndicate known as the Yakuza.

The approach is effective because some gangs, such as the Hell's Angels, boast chapters around the world and members often convene in the United States to conduct gang business.

"By preventing them from traveling to the U.S., we prevent their foreign leadership and members from meeting in the United States with American members of these organizations, which they are accustomed to doing," Gonzalez said. "Further, it creates a powerful consequence to prevent criminal activity by current members and to which our foreign law enforcement partners can point to deter prospective members from choosing to join these groups."

This specific initiative is only one aspect of the increasing and successful cooperation between the Anti-Gang Initiative and foreign partners. On September 19, 2011, for example, CBP officers at Los Angeles International Airport spotted a heavily-tattooed traveler arriving from Australia. In coordination between CBP and the New South Wales (Australia) Police Gang Squad, the airport officers determined he was a wanted fugitive and gang member who had failed to appear in court six days earlier. The individual was taken into custody and immediately returned to Australia.

That is not only an example of the value of the CBP Anti-Gang Initiative's work, but also highlights the importance of relationships and cooperation, two major components of the CHDS ethos.

"It was the relationship between the Anti-Gang Initiative and the police in New South Wales in this case that ultimately led to the information that helped us return this guy to custody of Australian law enforcement," Gonzalez said. "This and so much of what we do really is relationship-driven."

The virtue of such relationships has been a key lesson taken away from the CHDS program as well.

"Mingling and learning alongside professionals from the state and local level is invaluable for federal officials working in Washington," he added. "Collaborating with operators is also critical for advisors such as me in the Office of Policy and Planning, where we contribute to the agency's mission by providing policy support to cross-component units such as CBP's Anti-Gang Initiative.

"By virtue of the program, I have a much deeper appreciation of where they are coming from by sitting in a class with state and local colleagues. I really like and learn from this mix very much. It has been tremendous to study alongside these guys and I believe this was a case where we were able to combine CBP's authorities and capabilities with intelligence and objectives of foreign partners to achieve significant, mutual law enforcement benefits."



Magram takes NPS technology To California Air National Guard

When the California Air National Guard 129th Rescue Wing takes to the skies or sends its Guardian Angel Pararescue Jumpers to conduct a mission, it needs the ability to access data from multiple agencies in real-time while en route to the destination.

Thanks to an information-sharing architecture developed at the Naval Postgraduate School, air crewmembers and ground teams with the 129th Rescue Wing are evaluating how to do just that - access tailored, real-time intelligence from a plethora of disparate sources.

Twenty or 30 years ago, aircrews would launch rescue missions almost 2½ hours after being notified, taking off without all the information available. These days, rescue aircraft in Afghanistan, for example, may be in the air within 10 minutes of being alerted, making immediate access to mission critical information ever more imperative. This need is mission critical and can often mean the difference between life and death.

The 129th Rescue Wing is assessing what is called Global Information Network Architecture (GINA). GINA immediately piqued the interest of Center for Homeland Defense and Security alumnus Col. Jeffrey Magram of the California Air National Guard. Magram, who was promoted to colonel and vice wing commander during the his attendance at CHDS, took the concept back to current Wing Commander Col. Steve Butow after hearing a presentation about the technology during a lecture by USACE Cold Regions Researcher and Liaison Officer to Army Training and Doctrine Command Analysis Center at NPS, Dr. Thomas Anderson.

Groundbreaking. Game changer. Silver bullet.

Those are some of the superlatives used to describe the almost futuristic system that, Magram and others believe, could have implications not only in how rescues are conducted, but also on how the Guard works in Defense Support to Civil Authorities

(DSCA) missions, from support along the southwest border to large scale emergency response missions.

The architecture allows users access to strands of information from enterprise systems and networks to gain real-time situational awareness, rather than accessing huge chunks of intelligence and manually analyzing it. Moreover, the architecture holds implications for war-fighters in the field, civil authorities responding to catastrophic events or fusion center analysts pouring through endless digital sources of crime data.

“The thing about GINA is its ability to identify one stream of information from an enterprise system, recode it, and send it back to another system we are operating in,” said Magram, who graduated from CHDS in September 2011. “It precludes from having to create a whole new system connection to access that information, so we don’t have to duplicate a system or that data. We get the source data when we need it, how we need it.”

GINA is easily adaptable and configurable and it will enable a war-fighter or a first responder to use conventional systems, such as laptops and mobile devices, to extract pertinent time sensitive mission information, Magram added.

Work on GINA at NPS dates from around 2004. GINA provides for data interoperability by providing a standard by which all data may be transported, according to Anderson, who currently heads the GINA team at NPS.

That allows the user to tailor information to the specific needs of a mission. That solves a huge problem for first responders and war-fighters that need immediately relevant information.

“We can fill a warehouse full of intelligence analysts and information, but it’s how the information is handled and sorted that matters,” Butow said. “Too much information is just as bad as not enough. GINA enables the piecing together of the gold nuggets of information and gets it into the hands of the right people in the right format.”

This innovation has potential for the California Air National Guard in both its combat and civil support roles, said Butow. That is important for the Air National Guard, Magram added, because the Guard always works for another entity when it is called to duty, either for the president or the governor.

“This software, being so flexible and helping us work our way into whatever mission we are sent to support, is the perfect match for an organization like ours that is always working in support of someone else,” Butow observed. “With these new command and control abilities we are able to go in, work



The U.S. Air Force and Air National Guard provided the governors of Louisiana and Texas with air search and rescue assistance during Hurricane Gustav. These HH-60G Pave Hawks are from the 943rd Rescue Group, Davis Monthan AFB in AZ, the 176th Wing, Kulis Air National Guard in Alaska, and the 129th Rescue Wing at Moffett Federal Airfield, Calif. Photo is by U.S. Air Force Technical Sgt. Ray Aquino.



A California Air National Guard MC-130P Combat Shadow aircraft waits to participate in a monthly drill for the 129th Rescue Wing at Moffett Federal Airfield in Calif. Photo by Air National Guard Staff Sgt. Kim E. Ramirez.

federal , state, and local agencies in which they participate in numerous types of operational and support missions that would benefit from GINA technology.”

Butow has been so pleased with GINA’s performance that the California National Guard and the 129th Rescue Wing has signed a Cooperative Research Development Agreement (CRADA) to further develop command and control

architecture for military

and civil support functions. The GINA team also works with the 18th Airborne at Fort Bragg’s Special Operations Command, the Department of Homeland Security, the California Department of Fish and Game, and several other state and local agencies.

For Magram and the 129th Rescue Wing, CHDS education has provided a direct benefit. Magram lauded the faculty as well as his fellow students and how the program prompts students to discuss and assess application of knowledge. He believes the program’s worth will only increase as it gains more alumni.

“I think the value of this course has yet to be seen,” Magram said. “It’s a phenomenal investment in homeland security. I learned so much more than I ever would have imagined”

Butow added that Magram’s work at CHDS has convinced him of the need to groom more potential students from the ranks of the 129th Rescue Wing.

“Jeff’s involvement with this program has brought tremendous value back to our organization,” Butow said. “We would have never had the tie into GINA. For having him off base for a couple a weeks a quarter, I think that’s a pretty good return on investment for us.”



L to R: Calif. Air National Guard Col Jeffrey Magram and Calif Air National Guard Wing Commander Col. Steven Butow

“The thing about GINA is its ability to identify one stream of information from an enterprise system, recode it, and send it back to another system we are operating in. So it precludes from having to create a whole new system connection to access that information; so we don’t have to duplicate a system or that data. We get the source data when we need it, how we need it.”

*Colonel Jeffrey Magram
California Air National Guard*

with whatever the mission needs are and their technology is, then design a system that can be operationally capable.”

Butow further sees applications for combat. For example, a soldier clearing tunnels could have access to multiple sources of data that are tailored for his mission. If intelligence shows that incidents related to tunnels are occurring every six weeks, then the soldier knows of that risk while performing the operation.

Magram and Butow were both convinced of GINA’s operational effectiveness during a September 2010 exercise conducted at Fort Hunter Liggett in Monterey County, Calif. The exercise showed that GINA could be adapted quickly as Anderson was invited on the exercise on relatively short notice and GINA was able to integrate information from handheld devices and miscellaneous data quickly and effectively

“Part of the reason Dr. Anderson was talking to us was that he wanted to get this GINA concept out to local state and federal responders,” Magram recalled. “Not only does the 129th Rescue Wing have the capabilities to test this locally (in proximity to NPS), but the California National Guard has relationships with

Pacific Executive Leaders Program a Success



Participants in the first Pacific Executive Leaders Program tour the Pacific Tsunami Museum in Hilo, Hawaii

The Naval Postgraduate School Center for Homeland Defense and Security's (CHDS') alumni network expanded as professionals from around the Pacific completed the first Pacific Executive Leaders Program (Pacific ELP) in August.

The FEMA-funded pilot program, part of an aspiration of U.S. Sen. Daniel Inouye of Hawaii to build homeland security and emergency management capabilities in the Pacific, drew representatives from federal, state, territorial and local governments as well as non-governmental organizations that are a crucial part of the homeland security enterprise in the islands. The Pacific ELP was designed to deliver CHDS' Executive Leaders Program for professionals in the Pacific region.

"I'd like to think this is another step in our efforts to broaden the base and reach of our programs and to develop current and future leaders," said CHDS Pacific ELP Coordinator David Fukutomi. "We learned a lot of lessons. Although I have spent a lot of time in the Pacific during my professional career, I was able to gain a lot of new insight this week."

While the Pacific region faces a set of unique security and natural challenges – including remote and non-contiguous areas, persistent natural disaster threats, and an extended emergency resource system –it also has distinctive assets such as a hearty collaborative ethic and a sense of self-sufficiency among its peoples when disasters occur.

The weeklong seminar covered concepts similar to those discussed in the CHDS Master's Degree and ELP curricula, such as pandemic disease, systematic planning, terrorism threats, catastrophes, and strategic communications, among others.

A highlight of the week was a question-and-answer session with

former Hawaii Gov. George Ariyoshi and CHDS Director Glen Woodbury. In providing a chief executive's perspective on homeland security, Gov. Ariyoshi encouraged the participants to continue to focus on collaboration and use the challenge of the isolation in the Pacific as an advantage.

Charles Ada, administrator of the Guam Homeland Security, Office of Civil Defense, said networking with others in the field and sessions on planning were most useful.

"The greatest takeaway for me personally, outside the opportunity to network and strengthen partnerships, was the various framing and planning methodologies presented and the faculty's capacity to stimulate discussions towards identifying solutions to national homeland security, emergency management issues and concerns but yet also unique to our respective region and individual jurisdictions," Ada said.

While the Pacific region faces a set of unique security and natural challenges – including remote and non-contiguous areas, persistent natural disaster threats, and an extended emergency resource system –it also has distinctive assets such as a hearty collaborative ethic and a sense of self-sufficiency among its peoples when disasters occur.

Patricia Dukes, Chief of Emergency Medical Services in Honolulu, said she found sessions on planning particularly helpful.

“I do planning, but it was presented in such an organized manner that made perfect sense,” Dukes said. “I’ve been planning, I thought; I have been preparing, I thought; against an enemy, I thought I knew, but now I know how to do it. I learned through the planning sessions. I thought I was on the right track, but now I know.”

David Peredo, Emergency Services Director for the American Red Cross in Guam, said the discussion on pandemic disease was valuable to his organization.

“I was very pleased with the various topics covered and shared with the participants,” Peredo said. “The presenters were well versed with their presentation in the areas of critical information in homeland security that I can take away back with me to our organization which can be a part in disaster preparedness, response and recovery.”

In true CHDS tradition, the participants are the subject matter experts along with the faculty. Fukutomi said emergency agencies on the mainland could learn much from their island counterparts. He pointed to the integrated role of non-profit and social service agencies in the islands’ emergency management and homeland security enterprises.

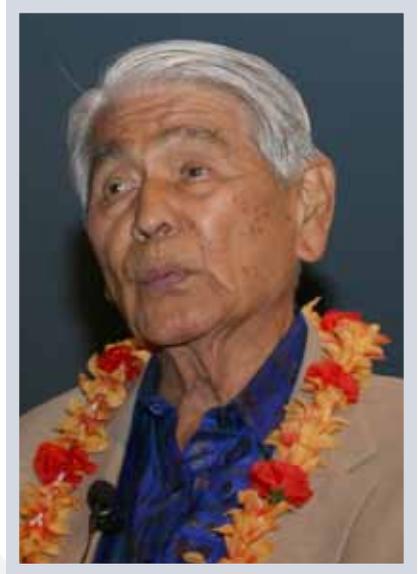


A view of recent volcanic activity at Kilauea emphasizes just one of the threats faced in the Pacific region

“We can learn a lot from the islanders on collaboration,” Fukutomi said. “On the mainland, we make a big deal about collaboration. In the Pacific it is a way of life. I wish we could bottle that up and take it back with us.

“Their success here is based on culture and the spirit of family. Because there are fewer resources they tend to think more holistically, culturally. They aren’t as dependent on something coming from somewhere else, because it might not. I think it’s a translation of their traditional practices and culture along with the reality of distance and isolation that forces them to work more collaboratively. It comes so natural that they don’t even think about it that way.”

In delivering the course, CHDS leveraged its seven-year partnership with the Pacific Basic Development Council (PBDC) to provide content relevant to the region. The Center has been working with the PBDC for seven years on homeland security and emergency management issues in the Pacific, which provided a strong foundation for the program. The University of Hawaii at Hilo, the Imiloa Astronomy Center and the community of Hilo also played key roles in supporting the session. Kenith Simmons, Vice Chancellor for Academic Affairs, was the guest speaker at the graduation ceremony.



Former Hawaii Gov. George Ariyoshi encouraged participants to continue to focus on collaboration and use the challenge of the isolation in the Pacific as an advantage.

“This was not a shot in the dark,” Fukutomi noted. “We benefitted from the history of the Center. “We benefitted from our relationships, from the richness of the faculty and the contribution of the participants.

“We will continue to interact with them,” he added. “They can network with each other and can access additional information. They will provide us with another continued and important link to the Pacific homeland security community.”

“We can learn a lot from the islanders on collaboration. On the mainland, we make a big deal about collaboration. In the Pacific it is a way of life. I wish we could bottle that up and take it back with us. Their success here is based on culture and the spirit of family. Because there are fewer resources they tend to think more holistically, culturally. They aren’t as dependent on something coming from somewhere else, because it might not.”

*David Fukutomi
Pacific ELP Coordinator*

Dooris Enters New Arena in Homeland Security



Matt Dooris stands in front of (L-R) a boat crane, the CGC GEORGE COBB, a buoy tender, and a 45 ft craft. These vessels and heavy duty lift equipment represent some of the Coast Guard missions Dooris supports as a Safety and Environmental Health Officer at the Coast Guard Base Support Unit in San Pedro, Calif.

Photo courtesy of MSTC Tristan Krein

Should disaster strike, it is Matt Dooris' job to make sure first responders can do their jobs as safely as possible.

"I want to ensure that anyone going into the hot zone is safe," Dooris said by phone from Florida, before heading to his next assignment in Southern California. "That means that first responders are not entering an environment contaminated with toxic chemical, physical, or biological agents without appropriate controls in place to protect them from harmful exposures. Such controls might include proper ventilation, area monitoring, or personal protective equipment such as respirators, hearing protection, or even sunscreen."

Dooris is a 2008 graduate of the Naval Postgraduate School Center for Homeland Defense and Security (CHDS). He recently graduated with a Master of Science degree in public health from the University of South Florida and is now professionally certified in public health.

The aim of the job is to ensure that not only is the everyday workplace safe, but that first responders are adequately equipped to perform their jobs safely. That means being equipped with information about potential hazards.

*Matt Dooris
USCG Safety and Environmental Health Office*

A Coast Guardsman for over 10 years, Dooris is embarking on a career shift that will place him in a new professional area as a safety and environmental health officer (SEHO) in San Pedro, Calif.

The aim of the job is to ensure that not only is the everyday workplace safe, but that first responders are adequately equipped to perform their jobs safely. That means being equipped with information about potential hazards.

In the new role, Dooris will be working at the intersection of several technical disciplines, including biology, chemistry, public health, engineering and homeland security.

"We're not just dealing with chemical, physical, and biological agents but, in some cases, fundamental environmental necessities as well," he noted. Following high-magnitude disasters that result in crippled infrastructure and support systems, a top priority is ensuring that safe, potable water exists and proper sanitation practices are implemented. This effort is critical in order to prevent the spread of disease among first responders and the indigenous population.

His primary duties include ensuring that Coast Guard facilities meet regulatory standards set forth by the Occupational Safety and Health Administration (OSHA) and addressing safety concerns raised by Coast Guard members. The job also carries homeland security duties when it comes to the Coast Guard's role in disaster response. His CHDS education will be helpful in that latter responsibility as it demands inter-agency cooperation.

"During high visibility disasters, we integrate with personnel from

other federal, state, and local agencies and we devise a site safety plan to protect responders and those involved directly,” he said. “You can complete these missions only by integrating and working with professionals from other agencies. This is a fundamental aspect of risk communication.”

Dooris has learned first-hand about the secondary impacts of catastrophic incidents, having worked in disaster response for several events such as Hurricane Katrina in 2005. The addressing of critical human health needs often is taken for granted in today’s modern world, yet it is a crucial component of disaster response. Further, disaster response involves ensuring responders have the facilities for basic health maintenance such as a place to take a shower and sleeping areas that are free of disease-carrying insects.

“Industrial hygiene is a broad, complex field of work,” Dooris said. “Industrial hygiene is the art and science of anticipating, recognizing, evaluating, and controlling workplace hazards for the purpose of protecting the health and safety of employees. Industrial hygienists must be aware of the different types of hazards present in a workplace, be familiar with safe exposure levels for such hazards (should they exist), be competent in the methods used to sample and analyze hazards, be able to interpret analytical results properly, and implement effective controls to reduce or eliminate exposures.”

To remain proficient, industrial hygienists must learn continually in order to stay abreast of the latest scientific findings on the adverse health effects of different workplace hazards such as heat stress, cold stress, vibration, electromagnetic radiation,

ionizing radiation, noise, musculoskeletal disorders, among others.



Dooris in the lab looking for evidence of chrysotile asbestos in building materials

Dooris expects to be in his new post for four years. He has worked primarily in the Coast Guard’s marine safety field conducting missions related to maritime law enforcement, commercial vessel inspections, and marine casualty investigations. Following the completion of this four-year tour, he expects to return to the marine safety field, albeit with a new set of responsibilities.

“You can come across all kinds of different chemical, physical, and

biological agents in the Coast Guard depending on the type, nature, and magnitude of the response,” he observed. “Becoming an industrial hygienist with the Coast Guard was a natural fit with my background in marine safety. Now, instead of protecting the safety and security of those employed in maritime trade, as well as the general public, I will be serving the same function for members of the Coast Guard itself.”

CHDS Grad Makes Virginia History



*Tracy Russillo
Deputy Director of the Virginia State
Police Department’s Bureau of
Administrative Support Services*

Twenty-year Virginia State Police veteran Tracy Russillo was on campus with her master’s degree cohort when she received news of historical proportions.

Not only had she been promoted to major, Russillo was made the highest ranking sworn female officer in the agency’s 79-year history as deputy director of the department’s Bureau of Administrative and Support Services, or BASS. Russillo is a recent CHDS graduate.

“It’s a tremendous honor to be the first woman (sworn officer) on the executive staff, but I don’t want to be known as the woman major. I want to be known as the hard-working major,” Russillo said. “It makes me want to work harder because I know there is a legacy. I am in a way paving the way for the next person. I don’t care if the next major is a man or if it’s a woman. It’s an important legacy to keep in mind.

Russillo will be responsible for a bureau that supports the State Police’s law enforcement functions through eight divisions: Communications; Criminal Justice Information Systems, Information Technology and Planning, Personnel; Property and Logistics, Training; and, the Statewide Agencies Radio System (STARTS). Russillo will also be the department’s liaison to the Virginia General Assembly.

As with most law enforcement agencies, the Virginia State Police is amid budget challenges during an era in which it has taken on a homeland security role on top of its criminal justice mission. Also, various Virginia agencies, including the State Police, have been plagued by a computer system that has not operated optimally. The system is a joint operation of the Virginia Information Technology Center and Northrup Grumman. Russillo said one of her first goals is improving relations with the company.

“There has been a disconnect between our agency and Northrup Grumman,” Russillo said. “Because of that disconnect my job is a little more challenging trying to bring back everybody to a positive working relation.”

Russillo was most recently division commander of field operations in the Northern Virginia Region. As homeland security became an increasingly important police function, she decided to further her education.

“There is so much going on in regard to terrorism and being alert. I felt like I needed to be a better leader and to do that,” she said. “I thought I needed some more education.”

She has found CHDS coursework to be invaluable.

“Every course has touched on some aspect of that role,” she said. “Whether it is unconventional threat or intelligence class, every class has added to my body of knowledge and has given me some new tool to put in my tool box. I have learned so much it just makes me want to learn more. It makes me more interested in learning more. I want to continue on this path.

“The immersion has brought forth things to take back to the state of Tennessee and I am very thankful for that,” Powell said during a recent break between classes at the CHDS campus. “I think the mission here for the homeland security practitioner would be analyze, evaluate and create. That’s what I am taking away. This place absolutely gives you the tools to do that.”

Eric Powell, CHDS Master’s Student, Firefighter, Paramedic, Deputy Sheriff and College Professor



Dr. John Powell shares CHDS’ concepts, including social identity theory, with his students including these paramedic interns in his classes at East Tennessee Public Safety Center at Walters State Community College. Photo courtesy Greg Kyle/WSCC

If there were a homeland security photo dictionary that included the term “practitioner-scholar,” it may well have a picture of Eric Powell.

The firefighter, paramedic, deputy sheriff and college professor was just weeks into his studies at the Naval Postgraduate School Center for Homeland Defense and Security (CHDS) when he discovered concepts pertinent to his teaching duties in Morristown, Tenn.

Powell serves as the fire science and paramedic program director for the East Tennessee Public Safety Center at Walters State Community College, which is proving fertile ground for sharing homeland security concepts emanating from CHDS. Powell has taken concepts regarding social identity theory (SIT) and incorporated them into his teaching.

“The immersion has brought forth things to take back to the state of Tennessee and I am very thankful for that,” Powell said during a recent break between classes at the CHDS campus. “I think the mission here for the homeland security practitioner would be analyze, evaluate and create. That’s what I am taking away. This place absolutely gives you the tools to do that.”

His CHDS studies have been complemented by course work at New Mexico Tech, where he attended classes on terrorist bombings as part of a first-responders regimen sponsored by the Department of Homeland Security at that school. Powell was able to synthesize

topics learned at the Center and New Mexico Tech into his teaching.

Lori Campbell, vice president of Academic Affairs at Walters State, said Powell’s background provides the college with unique expertise on a multi-disciplinary approach to training first responders.

“Walters State Community College holds the distinction with the Tennessee Board of Regents as a Center of Emphasis for Public Safety,” Campbell said. “As such, we hold in high esteem the knowledge that Dr. Powell will bring back to the college after successfully completing this master’s program. Dr. Powell’s strength lies in his multidisciplinary backgrounds. This college plans to use the knowledge that Dr. Powell brings back to infuse our curriculum across the fields of public safety - police, fire, and EMS - with a curriculum centered on Homeland Security.”

And that is part of the CHDS mission: Students leave the Center and take the concepts with them to spread to their peers.

“An important part of the CHDS educational mission is to give students analytical tools and frameworks capable of addressing real world homeland security problems, and I am very pleased that Eric has found a use for SIT in his duties,” said Anders Strindberg of the CHDS faculty. “SIT is a nuanced and flexible, but at the same time academically rigorous, framework for understanding relationships within and between groups, with great potential for application

throughout the homeland security disciplines.”

In teaching about prevention and response to terrorist bombings, Powell integrated social identity theory as well as a version of CHDS’ Dystopia that was tailored for an East Tennessee locale. Developed at CHDS, it is cyberspace environment in which students are able, via computer, to apply and test the theories they learn in class.

Social identity theory poses that individuals develop a sense of self by categorizing groups and identifying with a group in which they most see themselves as belonging. Developed in 1979, the theory has become synonymous with the study of terrorists groups.

“It allowed me to better understand the variables involved in how people become radicalized and enter into violent extremism,” Powell said. “Mostly, it allowed me to break existing stereotypes of violent extremists. One of the first things we learned is that our adversary is a very rational actor.”

As an instructor, Powell used social identity theory as part of a reverse role-playing exercise in which the students acted as immigrants facing typical barriers newcomers encounter to a new country.

“I told them you have to understand these things if you want to understand the adversary,” he said. “These are the things that were taught to us using social identity theory. Now I have 48 young officers that understand that. Essentially, that experiment was fruitful and very well-received by the cadets.”

Beginning in December 2011, Powell will add a form of Dystopia to the courses. Tennessee’s Peace Officer Standards and Training Commission has certified the course that will incorporate that computer model.

“The cool thing is I am able to bring things from CHDS and show them to my colleagues and give them the same ownership I have with it. They are as big of proponents of CHDS as I am.”

“Dr. Powell's strength lies in his multidisciplinary backgrounds. This college plans to use the knowledge that Dr. Powell brings back to infuse our curriculum across the fields of public safety - police, fire, and EMS - with a curriculum centered on Homeland Security.”

*Lori Campbell, Vice President of Academic Affairs
Walters State Community College*

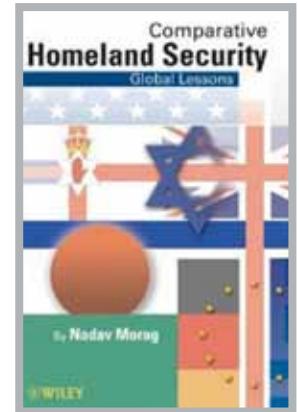
Fresh Ink: Morag Pens Comparative Homeland Security Textbook

As Nadav Morag researched literature for the Comparative Government for Homeland Security course he team teaches, he discovered a dearth of comprehensive research on the topic.

The Center for Homeland Defense and Security faculty member remedied that shortcoming by writing the recently released “Comparative Homeland Security: Global Lessons” (Wiley Press, October 2011), which is part of Wiley Series in Homeland and Defense Security edited by Ted Lewis.

The goal of the work was to study best practices and the manner in which other nations conduct homeland security policy.

“This is the first book of its kind,” Morag said. “There are other books out there that deal with other countries in the context of narrow aspects of homeland security, but nobody wrote a book that looks across the whole spectrum of issues or across as broad a range of countries.”



All too often homeland security is viewed through a domestic lens. Morag analyzes homeland security approaches from nations such as Great Britain, Israel, France, Germany, Canada, Australia, the Netherlands, and Italy and others by taking on commonly accepted homeland security issues from immigration and border security to public communication and disaster response.

He does not suggest that other nations are necessarily always better at developing security policy and, in fact, notes that there are plenty of things other nations can learn from the United States (which he does not address in the book as there are a range of other books that focus exclusively on the United States). However, he believes policy makers in the United States would be well-advised to take note of nations that are grappling with similar issues and his intended reading audience is primarily American.

“It’s inconceivable American policy makers can plan homeland security strategies without looking to other countries,” Morag said. “Despite the somewhat misleading term ‘homeland’ security, homeland security does not start within our borders. Obviously part of homeland security is prevention. You have to know what is being done overseas to prevent the threats, be they terrorism, pandemics, large-scale crime or other threats from coming to us.”

Moreover, Morag hopes universities and colleges will embrace comparative studies and include a course such as the one taught at CHDS in their programs.

In breaking ground on this topic, a research challenge was gaining access to information from countries that don’t have the same kind of government transparency of Western nations such as the U.S. and Great Britain. There was also a language barrier.

Morag said future editions are likely as policies and threats are ever-evolving.

“Homeland security is constantly changing,” Morag observed. “Countries are passing new laws and new strategies and additional information is becoming available. This is a dynamic field that is constantly evolving.”

Middle East Expert Strindberg Examines the Arab Spring

Anders Strindberg, a native of Sweden, had moved to the United States just five months earlier for a job in New York City when two planes crashed into the World Trade Center, plunging the United States into a struggle against terrorism and leaving a scar on its psyche.

Instantly, the purpose of years of academic and journalistic research gained newfound exigency.

“That really impacted the urgency of working to get things right, working to get perspectives right,” Strindberg said during an interview in Watkins Hall on the Naval Postgraduate School campus in Monterey, Calif. “We need to be able to parse the enemy to understand the causes and dynamics of the conflicts we are involved in. The need to achieve a level of granularity in our analysis that actually helps practitioners was evident very quickly.”

Strindberg, who was United Nations Special Correspondent for Jane’s Intelligence Review at the time of 9/11, developed a specialty in terrorism studies while a university student. That academic path led him to studying terrorism and political violence in the Middle East.

He joined the Naval Postgraduate School Center for Homeland Defense and Security faculty in 2007 and his research centers on the groups involved in the Israeli-Palestinian conflict, as well as Syrian and Bahraini politics, and Islamism.

“I came to Middle East studies through terrorism studies, when I was doing my doctoral work,” Strindberg said. “I went off for field research on the Palestinian groups opposed to the Oslo process and realized pretty quickly that most of the literature that existed at that time on the groups I was interested in was rather shallow. It generally lacked both cultural and social context. That spurred me to try to figure out what was actually going on within these groups, and the various ways in which they were able to resonate within their constituencies.”

Strindberg recently co-authored a book with Mats Warn of Stockholm University, titled “Islamism: Religion, Radicalization and Resistance.” It will be released in the U.S. in November 2011 by Polity Press. The book analyzes what makes Islamist groups a global movement while also examining their local contexts and varied, often contradictory, tactical, strategic, ideological and theological commitments.

“I firmly believe that in order to get this right we need to understand nuances and differences within the Islamist universe,” Anders observed. “We need to quit this addiction to easy explanations. They may be good enough for the 6 o’clock news but they are not adequate for counterterrorism analysis. If we don’t take the analytical task seriously, we deprive ourselves of opportunities and fail to see obstacles. Ultimately it is about taking the right measures against the right groups.”

The book’s release is timely as the Arab Spring that erupted across North Africa and the Middle East has lingered into autumn and the Palestinian Authority (PA) is making fresh calls for statehood before the United Nations.



“I firmly believe that in order to get this right we need to understand nuances and differences within the Islamist universe. We need to quit this addiction to easy explanations. They may be good enough for the 6 o’clock news but they are not adequate for counterterrorism analysis.”

Anders Strindberg
CHDS Faculty Member

Demonstrations harboring the potential for democracy have broken out across North Africa and the Middle East with revolts in Tunisia, Egypt, Yemen, Syria, Bahrain and Libya – all of which were sparked by one man, 26-year-old Mohamed Bouazizi, immolating himself in Tunisia in December 2010.

The subsequent turbulence throughout the region contains a message to U.S. policy makers, Strindberg said. “Paradoxically, the regional state system has been so hyper-focused on regime survival that it has become extremely brittle and essentially unreliable,” he argued. “A small event like that in Tunisia was able to completely rock the region. Regime stability is not something we can rely on for policy. If the democratic aspirations of the uprisings eventually succeed, this could create a more durable regional state system but also one that would be far more difficult to predict and influence.”

Another lesson of note lies in the composition of the leaderships of the protests. Trade unionists, secularists, liberals and other blocs led the revolts while Islamist groups were left on the sidelines.

“The protestors have demanded things like democracy, human rights and transparency, not stricter adherence to Islamic law,” Strindberg noted. “The Islamist groups have been relatively marginal, which only proves the point that these ideas we have in the West of Muslims being somehow uniformly programmed by their religion is nonsense.”

The Middle East peace process and relations between Israel and the Palestinians are also in the headlines, after PA President Mahmoud

Abbas launched a bid for statehood before the United Nations on September 23, 2011.

Strindberg believes the move was less a genuine endeavor for statehood and more likely a political maneuver to jolt Israel into negotiations, mitigate domestic Palestinian opposition, and force the hand of the United States.

“In part, Abbas’ move was part of the cycle of tit for tat in negotiations following the Israeli refusal to freeze settlements,” he noted. “In part, it was calling the U.S. out on its rhetorical commitment to Palestinian statehood.”

As important, argues Strindberg, is to understand the UN bid as part of the PA effort to defend against challenges from other Palestinian factions. Leftist factions within the Palestine Liberation Organization (PLO) are seeking to reinvigorate and democratize that body, to which the PA is formally subordinate.

This is in part connected to the Arab Spring. “While I was in the region recently, one senior Palestinian opposition leader told me that if the PLO expects the democratic movements around the region to support it, then it had better get its house in order and become democratic itself,” Strindberg recalled. “But that would also be a challenge to the dominance of Mahmoud Abbas and his clique.”

The PA’s main competitor, Hamas, recently scored a significant domestic PR victory by negotiating the release of over a thousand Palestinian prisoners from Israeli jails in exchange for the return of Gilad Shalit, the Israeli soldier held in Gaza since 2006. “This ups the stakes for the Palestinian Authority,” says Strindberg, “because Hamas is now able to argue that Abbas’ pie-in-the-sky UN bid is no substitute for Hamas’ own achievements on the ground. It is a complex environment in which every component matters.”

Stringent academic field work built the basis for a career that includes journalism, private enterprise and academia. He earned his master’s and doctoral degrees from St. Andrews University, Scotland, where he studied with fellow CHDS instructor David Brannan. His doctoral dissertation, titled “Honour, Identity and Politics in Historical and Contemporary Palestinian Rejectionism,” examined the cooperation among the Palestinian rejectionist factions, and was the first English language work to incorporate first-hand interviews with the leaders of all those groups. It helps that he is fluent in Arabic (as well as English, German and Swedish) and has a working knowledge of Greek and Hebrew.

In addition to plying the professorial trade, Strindberg has written for numerous publications in additions to Jane’s Intelligence Review, such as the Finnish magazine Ny Tid and The American Conservative. Journalism has complemented his academic work, and provided some insight into the flaws of Western media’s simplistic coverage of Islamic and Middle East issues.

Getting past those media stereotypes was a mission that galvanized on that day in September.

“For homeland security purposes, if we want to understand why they do what they do, we need to make a point of understanding them as they understand themselves,” Strindberg said, referring to Islamic radicals. “This has nothing to do with justification or validation. That is simply smart analysis. I am trying to get past those macro-frames and aid the students here in analyzing groups and individuals at the ground level.”

Q and A / Anders Strindberg

Q: How did a young man from Sweden become interested in terrorism and the Middle East?

A: I ended up at St Andrews’ University in Scotland in part because it was home to the Center for the Study of Terrorism and Political Violence. The subject fascinated me. From terrorism studies more broadly I honed in on Middle Eastern terrorism, mostly out of general interest. I ended up writing my Ph.D. on the Palestinian groups opposed to Oslo, went to the region for field research, and quickly realized that the political complexities, relationships and nuances among and within these groups are extremely significant to their actions and agendas. Almost none of this ground-level stuff was in the literature, and it has continued to fascinate me.

Q: You speak English, German, Swedish and Arabic. Which language do you prefer?

A: Each language has its own appeal. I guess I’m a bit of a language junkie. I’ve also studied Spanish, Russian, Hebrew, Greek and Latin, and they all offer very different challenges when you work with them and especially when you’re translating them into English. I have just launched into learning Mongolian, for a future research project on the integration of Islamic minorities in Central Asia, which offers yet another set of challenges that are very new to me. “No pain, no gain” is the principle at work here. To access the primary texts I need, and speak to the people I want, the language barrier needs to be broken.

Q: What do you miss most about Sweden?

A: Snow and good quality herring perhaps. Seriously, I’m not sure. The central coast is such a great place that I am mostly busy being happy right where I am, and we visit Europe often enough.

Q: What do you do in your off time in Monterey?

A: My two daughters, one is 6- years-old, the other 20 months, take up most of that time. I am also trying to get through a huge pile of books I want to read, as opposed to the books I have to read. And then there’s that rock garden along the driveway that isn’t going to build itself.

Q: David Brannan and you in an arm-wrestling contest, who wins?

A: Right now I have managed to get tendonitis, so Brannan might have a shot before the medicine kicks in.

Q: European ale or California beer – which is best?

A: I don’t know anything about soft drinks, so my answer is peaty single malts and quality aquavit.



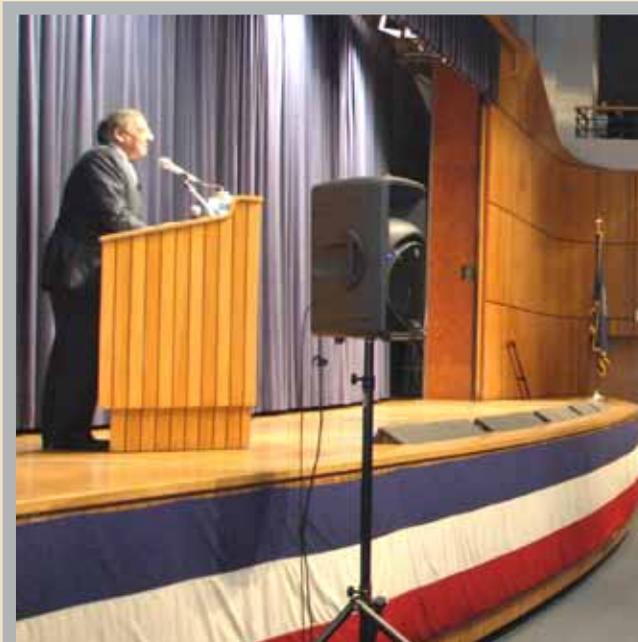
Uniforms and honors worn with pride at the latest graduation ceremony



CHDS PHOTO ALBUM



The 9/11 Memorial was dedicated and unveiled at the NPS campus on Sept. 13. Assisting with the ceremony are (L-R) NPS President Daniel Oliver, Capt. Gerral David, NSAM's Commanding Officer and three students from CHDS Master's Cohort 1105/1106, Captains Stephen Marsar and Michael Barvels of Fire Department of New York (FDNY) and Lieutenant Christopher Mercado, New York City Police Department



"As Secretary of Defense, obviously I look at the myriad challenges that face this country - a range of security challenges that come from a lot of different directions. As a result, [we] require the kind of leaders who are knowledgeable, who are creative, who are strategic, who understand the steps that have to be taken if we are to protect this country."

Secretary of Defense Leon Panetta speaking at King Hall at NPS on Aug. 23rd. Video available on the NPS website at <http://tinyurl.com/3k2t5b9>. Photo by Javier Chagoya.



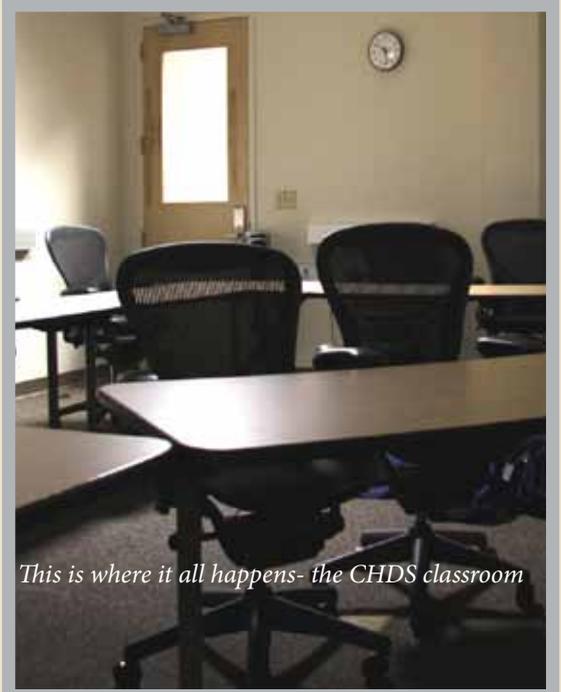
Karen Pren with 1001/1002 before the graduation ceremony in King Hall



One of NPS' peacocks views the rose garden at Herrmann Hall



Erin Greten, assistant chief counsel, DHS/FEMA/OCC, receives her ELP certificate and challenge coin from Glen Woodbury



This is where it all happens- the CHDS classroom

Class Notes

MA 0302/0303

Michael Petrie has been named emergency medical services (EMS) director for Santa Clara County, Calif. Immediately prior to joining the County, Petrie served as the director of Emergency Management Sciences in the U.C. Berkeley Center of Infectious Disease and Emergency Readiness.

MA 0401/0402

Colonel Jeff Burkett took command of the 179th Maintenance Group in Mansfield, Ohio. Still in conversion, the 179th Airlift Wing is the Air National Guard's lead C-27 unit and is currently supporting combat operations in Afghanistan.

Cathy Lanier, chief of police, Washington, D.C. Metropolitan Police Department, testified before the Senate committee on Homeland Security & Governmental Affairs October 12, 2011 on the topic Ten Years After 9/11: A Status Report on Information Sharing. Her testimony is available in PDF format at <http://tinyurl.com/3raep44> and on video at <http://t.co/bcZJjPTS>. (Her testimony begins at 51:45 on the video.)

MA 0701/0702

State Senate Majority Leader Jay Emler has been appointed by The Council on State Governments (CSG) to examine key Canadian trade and border security issues. Emler is one of six Kansas lawmakers on The Council on State Governments' Midwest-Canada Relations Committee.

LD Maples was promoted to assistant chief with the California Highway Patrol in September 2011.

MA 0705/0706

Chris Smith was appointed health commissioner with the city of Portsmouth, Ohio. Smith has worked at the Portsmouth Health Department for 15 years.

MA 0801/0802

Daniel Cowden has accepted a position in the Department of the Interior as the regional security officer for the Bureau of Reclamation's Lower Colorado Region.

ELP 0801

Andrew Velasquez III was featured on Chicago station WLS-TV discussing his role as administrator of FEMA Region V, a six-state area encompassing Illinois, Indiana, Michigan, Minnesota, Ohio and Wisconsin. Watch the interview at <http://tinyurl.com/3kn8blp>.

ELP 0802

Jennifer S. Love has been named assistant director of the FBI's Security Division. Ms. Love most recently served as acting assistant director of the FBI's Inspection Division. The announcement was made by FBI Director Robert S. Mueller III.

MA 0805/0806

Bill Kalaf has been named chief information officer with the Arizona Criminal Justice Commission.

MA 0905/0906

Christopher Anderson was promoted to battalion chief with the Tucson (Ariz.) Fire Department.

ELP 1002

The Indianapolis Department of Public Safety Division of Homeland Security, led by Chief **Gary Coons**, is collaborating with the Visual Analytics for Command, Control and Interoperability Environments Center of Excellence, or VACCINE, headquartered at Purdue University, on the development of gang-graffiti systems for mobile phone technologies. The partnership plans to bring the technology to the Indianapolis Metropolitan Police Department to interpret gang graffiti.

ELP 0901

Scott McAllister has been promoted to assistant special agent in charge (ASAC) of the Florida Department of Law Enforcement's Fort Myers Regional Operation Center. ASAC McAllister is in charge of the department's major criminal investigations, protective operations, and other investigations for a ten (10) county area covering southwest Florida, including field offices located in Sarasota and Sebring Florida.

MA 1001/1002

Captain **Tracy S. Russillo** has been promoted to the rank of major with the Virginia State Police and has assumed the deputy director position within the Department's Bureau of Administrative and Support Services (BASS). Russillo's promotion, makes her the highest-ranking female in the Department's 79-year history. (See story on page 15 of this issue)

The answer is: Yes, it really is all about you

Your education and access to the Center doesn't end when you leave the CHDS classrooms. Resources, online classes, videos, lectures, relevant, trusted information and research, interesting topics, - it's all online 24/7 to accommodate your busy life and work schedules and provide you with the information you need when you need it, day or night, in the field, at the office, or at home.

Use these links to access the these CHDS resources

Self-Study Courses
<http://www.chds.us/?special/info&pgm=Noncredit>

Homeland Security Digital Library
<http://www.hsd.org/>

Viewpoints Videos
<https://www.chds.us/?viewpoint>

Do You Know?

ANNOUNCING A WEBSITE DEDICATED TO THE HOMELAND SECURITY EDUCATOR

www.UAPI.US

Developed to facilitate the exchange of ideas in homeland security education, the site is designed to:

- Enhance communication between UAPI partners
- Establish directories of partner educators, institutions and programs
- Provide high quality, cutting edge curriculum and resources for educators
- Encourage dynamic discussion forums
- Provide a neutral forum for collaboration between partners
- Announce events and items of interest for the homeland security education community
- Host employment and opportunity listings

Visit the site to view the latest enhancement to the UAPI program.

Not yet a UAPI member?
 Learn more about the CHDS University and Agency Partnership Initiative:
 Website: www.UAPI.us

Contact: Dr. Stan Supinski
 Director, Partnership Programs
 sbsupins@nps.edu or 719-482-5452
 or
 Steve Recca
 Deputy Director, Partner Programs
 sprecca@nps.edu



The demand for homeland security education continues to grow across undergraduate and graduate level programs. The Naval Postgraduate School Center for Homeland Defense and Security (CHDS), the nation's premier provider of homeland security graduate and executive level education since 2002, offers the coursework for its graduate education programs through the University and Agency Partnership Initiative (UAPI). This unique program help UAPI partners prevent redundant curriculum development and associated costs while facilitating nationwide collaboration among educational institutions and agencies as they develop and/or expand their homeland security programs. Visit www.UAPI.us for more information.

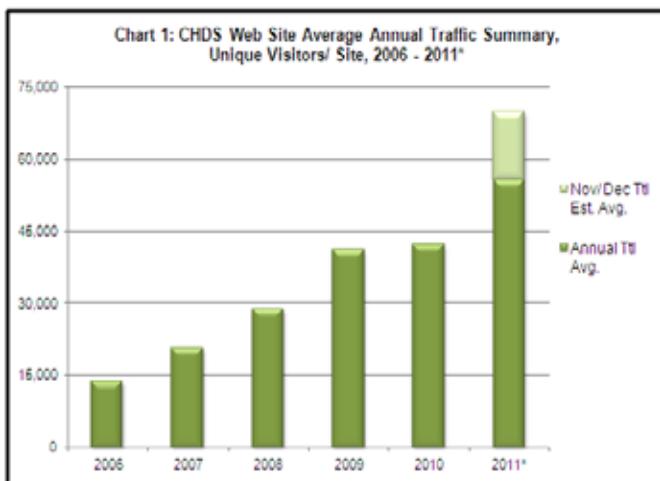
Do you teach homeland security classes or workshops? Need a presentation, a syllabus, or contact with another instructor? Do you know about UAPI, the CHDS University and Agency Partnership Initiative? Visit www.UAPI.US and discover the website dedicated to the homeland security educator.

Fast Facts

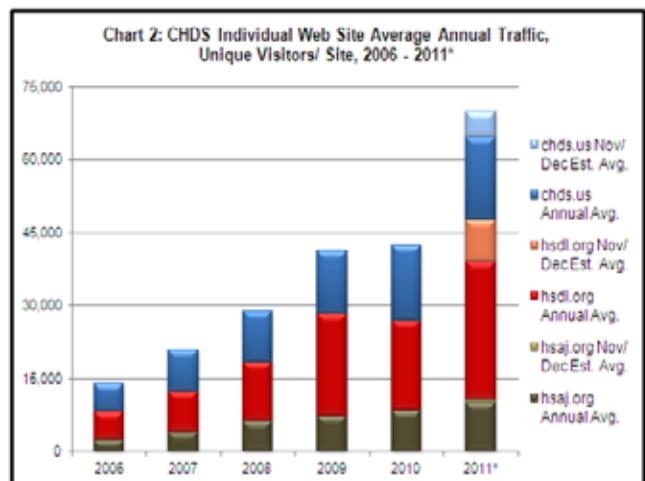
CHDS Web Sites Traffic Summary

CHDS web site traffic positively reinforces the nation's interest and demand for homeland security resources and programs, specifically from the Center. The data displayed in Chart 1 and Chart 2 represents national usage of CHDS programs and resources as well as usage by program participants, alumni, faculty and staff.

- Since 2006, the total average annual traffic – unique visitors* - for all CHDS web sites demonstrates continuous demand and interest in the programs and resources offered at the Center
- Year-over-year, the average amount of unique visitors to an individual CHDS web site – chds.us, hsdl.org or hsaj.org - illustrates sustained and increasing usage of Center programs and resources



*Denotes estimate data for Nov. and Dec. 2011 calendar year-end close.



*Unique visitors are defined as unique IP addresses that access a CHDS web site



Master's Cohort 1001/1002

Congratulations to Our Most Recent CHDS Graduates



ELP 1002

Connections

Stay connected with the Center

Send us your news, keep your contact information current and use the online resources available to you at CHDS.US. Take a Self-study course, listen to a lecture, watch a Viewpoint, use the HSDL - it's all part of your ongoing CHDS education, your connection to to the Center and your alumni community.

Kudos

“Homeland Security Digital Library – Priceless Resource”

“The nation owes the Center for Homeland Defense and Security a great deal of gratitude for this astonishing resource.”
M. E. Kabay, Ph.D www.networkworld.com/newsletters/sec/2011/091211sec2.html

Don't forget the “priceless” HSDL is still a resource for you. Did you know you can share it with your organization too, and skip your login while at the office? Access is limited to the specified IPs or domain of that organization (e.g., a building or a campus). For more information or to apply for direct, organization-wide access to the HSDL, please contact hsdl@nps.edu.

and a Question

Why is this magazine titled Watermark?

The word Watermark suggests a distinguishing mark, visible when held up to the light. Watermarks are used for authentication, have security applications and indicate a high point of achievement. They are also used to make a permanent mark to create a lasting impression. A watermark is an appropriate symbol and title for this magazine, which is designed to recognize the collaborative efforts, successes, and achievements of both alumni and faculty.

Watermark is produced by the staff of the Center for Homeland Defense and Security with support from CHDS alumni and faculty. Feature articles written by Brian Seals. Cover photos/Watermark layout by Deborah Rantz. Data analytics by Emily Jaeger.

CHDS Alumni Directory

Stay Connected with Your Alumni Association and Your Cohort
Update your profile!
Meet others in your region!
Contact classmates!

Contact CHDS

Your Latest News, Feedback and Story Ideas

Please contact Heather Issvoran
Email: hissvora@nps.edu
Phone: 831-402-4672

Technical Support/Webmaster/Login Issues:

Email: techsupport@chds.us
Phone: 831-272-2437 (PST)

Educational Resources

Homeland Security Digital Library

The Homeland Security Digital Library (HSDL) is the nation's premier collection of documents related to homeland security policy, strategy, and organizational management. Visit this online resource at www.hsdl.org.

Self-Study Courses

Non-credit, online self-study courses, derived from the NPS CHDS Master's degree curriculum, are available to homeland defense and security professionals who wish to enhance their understanding of key homeland security concepts and who require the flexibility of self-paced instruction. Find self-study courses on the CHDS website home page at www.chds.us.

The Homeland Security Affairs Journal

Homeland Security Affairs is the peer-reviewed online journal of the CHDS, providing a forum to propose and debate strategies, policies and organizational arrangements to strengthen U.S. homeland security. The instructors, participants, alumni and partners of CHDS represent the leading subject matter experts and practitioners in the field of homeland security. Read the Journal at www.HSAJ.org.

Alumni Store

Get your official CHDS gear! Contact Heather Issvoran at hissvora@nps.edu or Deborah Rantz at dprantz@nps.edu. for more details. Support your Alumni Foundation and wear your CHDS logo merchandise with pride.

2012 APEX Continuing Education Conference TERRORISM, BUDGETS AND DISASTERS



Naval Postgraduate School
Center for Homeland
Defense and Security
February 21-23, 2012

Registration is now open for
APEX 2012!
Visit the CHDS website
www.CHDS.US
or <http://tinyurl.com/3tdve5g> to
register and for more information



Flag Door in Carmel Valley, Calif..

Watermark

The Alumni Magazine of
the Center for Homeland
Defense and Security

