

Watermark

The Alumni Magazine of the Center for Homeland Defense and Security

APEX Conference 2011 ♦ CHDS Project Drives Legislation ♦ Meet the Assembly
♦ ELP Alum Kelberg's New Role at DOJ ♦ Rodriguez Wins National Award ♦

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 regional chapter in their area may contact Dee Walker for more information.



Pacific Northwest Region

Pacific Northwest Region Chapter Contact:

Andrew Miller

Midwest Region

Midwest Region Chapter Contact:

Michael Crane

National Capital Region

NCR Chapter Contacts:

Jeff Burkett and

Sue Reinertson

Greater Bay Area Region

Greater Bay Area Chapter Contact:

Donna Cayson

Fellow Alumni,

The Center for Homeland Defense and Security has joined the Naval Postgraduate school to support a statewide pilot intended to focus research on projects that will enhance the capabilities of first responders.

The California Homeland Security Consortium (CHSC) is a group spearheaded by Dr. Chuck Kimzey, and chaired by Chief Sam Walker of CalFire. Other members represent state and local law enforcement, municipal government and public health. In existence for only nine months, the group has, with the help from CHDS MA Alum Milt Nenneman and his colleagues, secured \$1 million from the DHS Science and Technology (S&T) Directorate. These funds have been allotted to support four ongoing NPS research projects. DHS is hopeful the CHSC structure and composition provides a replicable model for local/state/tribal/federal collaboration with academia.

The four projects, funded at varying levels, were culled from over a dozen initial proposals submitted by NPS students and faculty. The projects were evaluated for their ability to assist first responders and the potential to address homeland security needs at the local and state levels.

The research projects that have been approved by CHSC include Live Event Video Management Architecture (and TiVo), Situational Awareness and Persistent Tracking software development (intended to also enhance resource and communications management), an independently powered, portable emergency wireless wide-area network, and a social

mapping project, intended to provide social network data that can be quantitatively analyzed.

Last fall, all CHDS alumni were contacted via Moodle and provided with a list of the initial project proposals being considered by CHSC. We were seeking alumni who had experience in the development and/or implementation of projects similar to those being considered by CHSC. Approximately 12 alumni offered support, and provided model policy information, power-point presentations and white papers.

▣ Your Input Requested ▣

In this post-project approval phase, the CHSC is again seeking our help, and we are again reaching out to alumni for assistance. If you have experience with any of the technologies mentioned in the approved projects, or have expertise or experience you feel would be valuable to moving these projects forward, please contact diwalker@nps.edu.

This is a broad inquiry regarding any information that might be helpful to the CHSC, to the researchers and to the local agencies and communities where the projects are to be piloted. Information may include draft or existing policies, news articles, legal or labor implications, presentation notes and contact information for subject matter experts.

As the work of the CHSC continues, we will keep you informed.

The Alumni Assembly

Message from CHDS Director Glen Woodbury

Dear Fellow Alumni,

The Watermark is designed to tell the success stories of our alumni, students and faculty. Sometimes, however, it's nice to hear how we are doing from an outside party.

In late 2010, the Center for Homeland Defense and Security garnered two honors from *Government Security News* magazine. CHDS was named the Most Effective Federal Government Security Program, Project or Agency as well as Best Homeland Security Training/Higher Education Program.

GSN honored companies and government agencies in 45 different categories. We are flattered that the experts at GSN have recognized us with these awards, we deeply appreciate these recognitions and pledge that we will continue to strive for excellence in homeland security and defense education.

These honors contribute to our assertion that CHDS is the gold standard in homeland defense and security education. While welcome to our staff and faculty, we know well that the awards, in reality, reflect the high quality and caliber of our alumni and your every day contributions. To date, more than 400 homeland security professionals have completed the Master's Degree program while almost 250 leaders have completed the Executive Leaders Program.

This spring 2011 edition of Watermark shows how we continue to draw and educate exceptional leaders in the homeland security field.

In this edition, we will learn about how a group of students' research into the nation's air defenses impacted federal legislation, how an alumnus was honored for his intelligence work, review a new book by our Executive Director, Ted Lewis, and get to know our newest faculty member, Rodrigo Nieto-Gomez.

We hope you enjoy reading about your colleagues.

Truly yours,

Glen



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Spring 2011

Volume Two, Issue One

2011 CHDS Alumni Conference

Examines The Role of Imagination in Homeland Security

Nurturing imagination in the workplace may be similar to improvisational jazz music, said pianist and Naval Postgraduate School professor Frank Barrett.

“Jazz looks kind of like chaos, but if you look closer there is this minimal structure that makes it work,” Barrett said during a panel discussion at the 2011 CHDS Alumni APEX Conference.

In other words, too much structure would stifle the imaginative creativity while too little structure would render the song unrecognizable. The same may be true of homeland security organizations.

Barrett was one of five panelists at the 2011 CHDS Alumni APEX Conference held Feb. 2-3 in the Barbara McNitt Ballroom on the campus of the Naval Postgraduate School where more than 150 alumni, faculty and staff convened to discuss unlocking the power of imagination and its applicability to homeland security. The half-day discussion was led by educator and writer Eric Liu, co-author of the book “Imagination First: Unlocking the Power of Possibility.”

The conference also included a session on personal resilience led by author Laura van Dernoot Lipsky and a keynote address from Caryn Wagner, Under Secretary for Intelligence and Analysis with the U.S. Department of Homeland Security.

The first day’s sessions examined how managers can both stir

and stifle creativity and included a string of exercises designed to strengthen the imagination muscle.

Far from a touchy-feely practice, unlocking imagination and creativity is becoming increasingly critical as homeland security professionals are tasked with protecting the public on dwindling public budgets.

“We have a unique opportunity with the current budget crisis,” said CHDS Senior Adviser and panelist David O’Keeffe. “It’s an ideal time for new ideas and new models of how we can serve the public. There is a mutual understanding of the need to approach government service in a new and different way.”

Several alumni said they were returning to their jobs with a new approach to imagination and furthering their ideas in the work place.

Laurie Van Leuven, a CHDS fellow at the Federal Emergency Management Agency, said she would use some of the concepts in pitching a new idea to key individuals within FEMA.

“One of the phrases that resonated with me is to be the choreographer of the conversation,” Van Leuven said. “Maybe I just need to re-cast how I dialogue with people.”

Ron Timmons, Director of Public Safety Communications in



Above, alumni struggle to save themselves from remaining marooned on a desert island by creating signaling devices from random items provided for an imagination exercise; right, two innovative solutions



Plano, Texas, said that imagination will be needed in the homeland security profession as people enter the field who were too young to comprehend the full impact of the Sept. 11 attacks.

“In the next couple of years people will be entering the workforce who have no grasp of 9/11 at all,” Timmons said. “We will need to step back and explain what we do and why it is important. We’ll have to step back from our assumptions.”

Exercising and encouraging imagination is critical to providing sound leadership, Liu noted. The session began with a conversation on how imagination plays out in the workplace and the role of leaders in furthering, or impeding, creative thinking.

Ecologist Raphael Sagarin of the University of Arizona said he looks to nature and its adaptability to find examples of imagination. Species such as the Ocean Sunfish have been forced to creatively adapt to their environment to solve challenges and to survive, he noted.

“It is about solving problems as they come up, using what you have,” Sagarin noted.

O’Keeffe said that in his work as a manager, his role is to nurture the creative thinking of his organization.

“I see my job as simply to create a culture in which the best ideas come forth,” he said.

The topic of imagination and CHDS are nearly synonymous, said CHDS Executive Director Ted Lewis. He credited the imagination of founding director Paul Stockton for establishing CHDS and building a graduate education program geared toward busy, working professionals. He said serendipity and creativity often align, as was the case many times with CHDS. To continue with that imaginative tradition, Lewis said he seeks to empower employees to make decisions with the confidence that “the organization owns the mistake.”

“What that amounts to is that I have to trust the people that work here,” Lewis said.

The conversation also touched on impediments to imagination: Ever-changing leadership in an organization; longtime employees stuck in their own way of doing things; strict adherence to standard operating procedure; time constraints; and fear of taking risks.

In between the earnest discussions there were times of levity as Liu led participants through some exercises, taken from his book, intended to bolster imagination prowess. Alumni were given food-coded name badges that governed where they would sit to allow for

“We have a unique opportunity with the current budget crisis. It’s an ideal time for new ideas and new models of how we can serve the public.”

CHDS Senior Adviser and panelist David O’Keeffe

a multi-disciplinary group of people at each table.

Exercises included “rewriting your own narrative” in which participants re-examined their life’s story.

“Is the story of your life working for you? Is it creating possibilities or is it narrowing them?” Liu asked.

A second practice was called “Yes, and.” It was aimed at removing the word “no” when considering new ideas.

Another was labeled “Think inside the box.”

“Crises of limits can feed incredible bursts of imagination,” Liu said.

Liu implored participants to take the concepts discussed at the conference to their everyday jobs, noting imagination is necessary to being an effective leader.

“Every one of you is a professional practitioner of imagination,” he said. “What we are talking about is the art of leadership, the spiritual art of being a leader.”

While the first day of the conference challenged alumni to re-ignite imagination and creativity, the second day was about homeland security professionals taking care of their emotional well-being.

Van Dernoot Lipsky, co-author of the book “Trauma Stewardship,” moderated a morning session designed to help front-line responders process the ordeals their organizations and colleagues routinely face in doing their work.

First responders and other homeland security professionals risk losing passion for their professions due to what she calls “cumulative trauma” caused by the nature of their work.

During a multi-media presentation, van Dernoot Lipsky outlined

- **Think Inside the Box : *Make greedy, grateful use of limits***
- **Renew Your Narrative: *Ask whether your story still serves you***
- **Yes and...*Never say no to an idea***

Above, three Imagination Practices discussed during the conference; right, Eric Liu discusses the ICI Continuum - Imagination, Creativity and Innovation. In Liu’s model, imagination comes first and is necessary for innovation.



some of the warning signs of cumulative trauma, how to recognize them and some practices to help overcome the trauma.

She demonstrated, with audience participation, methods to reduce stress and combat cumulative trauma:

- A daily practice of some type. Van Dernoot Lipsky passed out flash cards that listed exercises for a daily practice to “center” oneself. Suggestions included contemplating a backup plan to one’s profession, engaging with people outside the workplace and practicing compassion for one’s self.
- One method to fight the trauma that she exhibited is a simple 60-second breathing exercise.

“Through breathing, you can regulate your central nervous system in a very short amount of time,” she noted.

A second set of flash cards outlined the signs of trauma exposure and how to mitigate them.

Some of the common warning signs of trauma exposure include:

- Putting one’s job before family and loved ones
- Pre-occupation with work
- Being hyper-vigilant
- Having conversations with one’s self that just don’t stop

Additionally, there are symptoms that accompany cumulative trauma, such as loss of effective creativity as well as inability to embrace complexity.

“One of the first things to go is creativity,” van Dernoot Lipsky said.

Other related traits may include minimizing one’s feelings and a perpetual feeling of exhaustion.

Worse, people may just not want to do their job, what she called “avoidance,” or slip into feelings of guilt and fear. The guilt can come from feeling like one is not doing enough work, she noted.

Another common behavior is what van Dernoot Lipsky refers to as “numbing out.” That can include neglecting one’s health and, possibly, substance abuse.

“If you are bringing your ‘A’ game to work, but neglecting yourself, that is not sustainable practice,” she said.



“If you are bringing your ‘A’ game to work, but neglecting yourself, that is not sustainable practice.”

Laura van Dernoot Lipsky

For more information about the conference presenters:
<http://traumastewardship.com/>
<http://lciweb.lincolncenter.org/imaginationfirst>

Traits for professionals in this stage of cumulative trauma may also include anger and grandiosity, or exaggerating one’s expertise and knowledge.

Dee Walker, CHDS Senior Advisor for Alumni Programs, said this year’s sessions at the annual conference were intended to challenge alumni to think differently about their work. The call for imagination is especially salient with the current budget constraints faced by most governments.

“As leaders, we need to be inclined to trade some efficiency for the chance to improve effectiveness, especially in the future,” Walker said. “In the face of growing budget pressures at all levels of government, this challenge is especially profound for homeland security professionals.”

You Said...The 2011 APEX Survey Results

This year there were 122 alumni in attendance, up from 106 in 2010, and 79 of you participated in the survey this year, up from 36 in 2010

Conference Operations/Logistics
Effective/ convenient - 81%
Ineffective/ inconvenient - 5%
Neutral - 14%

Day 1 Keynote Speaker
Interesting - 87%
Boring - 8%
Neutral - 5%

ImagiCon Panel Discussion
Interesting - 81%
Boring - 11%
Neutral - 8%

Usefulness in the Professional Environment
Imagination Conversation
Useful - 71%
Not Useful - 29%
Trauma Stewardship
Useful - 84%
Not Useful - 16%

Opportunity to Hear from Alumni
Appreciated the discussion - 80%
Did not appreciate the discussion- 8%
Neutral - 12%

Save the Date!
Next year's APEX Conference
February 23-24, 2012

Send your ideas to Dee Walker at diwalker@nps.edu

DHS Official Caryn Wagner Emphasizes Importance of Creative Management in the Federal Workplace



Caryn A. Wagner, Under Secretary for Intelligence and Analysis, U.S. Department of Homeland Security, addresses the APEX Conference. The topic of her keynote address was "How to Promote Creativity and Innovation Within the Faceless Bureaucracy."

Fostering imaginative thinking in the government workplace is best accomplished by hiring talented people, providing incentives and recognition to top performers while firing workers who aren't making the grade.

That was part of the message from Caryn Wagner, U.S. Department of Homeland Security Under Secretary for Intelligence and Analysis, during her keynote address at the 2011 CHDS Alumni Professional Exchange Conference (APEX) on Feb. 2. Wagner spoke to more than 150 alumni, faculty and staff in the McNitt Ballroom at the Naval Postgraduate School in Monterey, Calif.

Hiring the right people may appear simple enough, but Wagner said doing so can be more complex than it seems. Organizations should seek diversity in age, background and education. Hiring young people is especially important in an increasingly tech-oriented environment.

"You have to have the juice of young people who have grown up living and breathing technology," Wagner said.

Another challenge to organizations is establishing accountability in the workplace without instilling a climate that fears outside-the-box thinking. Firing under-performers helps send an organization-wide message that there are consequences on the job. However, Wagner cautioned against playing what she called the "blame game."

"If you insist on playing the blame game, that sucks the initiative out of the organization," she said.

Wagner further suggested active management of one's employees, pointing out that her department benefitted from an "executive shuffle." Shuffling staff can help revive creativity by putting workers into a new role.

"You get people who are learning something new and thinking again," Wagner said.

Moreover, managers need to establish creative ways to provide incentives and rewards. An example: In her department employees make suggestions that are reviewed by a panel. The staffers with the best proposals are recognized and the two or three ideas are put into practice.

In a section of her address titled "Lessons from Fighting in the Bureaucratic Trenches," Wagner noted that when an organization fails to reward and recognize top performers, it risks losing them.

Wagner said that people who are exceptional at their particular job don't always make good managers. When a person with management potential is on staff, retaining them is highly important.

"In terms of leadership, there aren't that many of those people," she said. "When you find that you have to seize it and you have to nurture those people."

Wagner said imagination and creativity are needed in DHS as the department has a broad legislative mandate and overlapping jurisdictions. The Intelligence and Analysis division, furthermore, must work with disparate local and state partners while working in an endeavor with less than clear parameters – analysts must decide when a crime is simply a crime and when it rises to the level of terrorism.

"It's just a murky area we work in," Wagner said.

Wagner honed her leadership and homeland security acumen through decades of working in the military and government. She is a former military intelligence officer who has held numerous positions at the federal level, as well as working as a consultant.

As Under Secretary for Intelligence and Analysis, Wagner oversees DHS intelligence operations—leading a number of critical initiatives involving information sharing, engagement with state and local fusion centers and management of classified information systems security.

Student CIP Project Reflected in National Legislation

“As a group, the research presented that we have reduced our level of air protections since 9/11 and haven't taken steps to update our analytics to support what we are protecting and how we are doing it. The overall conclusion that we reached is that our resources are far from optimized.”

Police Lieutenant Tracy Frazzano

Tucked into legislation signed into law earlier this year is a requirement for NORAD to work with the National Guard in evaluating the best use of the nation's air defense to protect people and infrastructure.

That language, which appeared in the 2011 National Defense Authorization Act, stems in part from concerns raised in a report by four students in the Critical Infrastructure Protection (CIP) course at the Naval Postgraduate School Center for Homeland Defense and Security. President Barack Obama signed the legislation on Jan. 7.

As part of a course project, the CHDS student team examined how the Department of Defense assesses risk and decides which assets to protect in the realm of homeland air defense, said Lt. Col. Duke Pirak of the Oregon Air National Guard.

“We uncovered what we think are some severe flaws in their logic and strategy,” Pirak said.

The study goes to the underlying purpose of the course – because not everything can be protected all the time, how do agencies determine which assets are most critical and protection-worthy?

The course teaches how to apply modeling to assess vulnerabilities and build protection strategy.

Pirak was joined by Lt. Tracy Frazzano of the Montclair (N.J.) Police Department; Jeffrey Jones, Supervisory Special Agent with the Federal Bureau of Investigation; and, Cmdr. Cheryl Wade of the Ventura County (Calif.) Sheriff's Department.

In this case, the study found shortcomings in current decision-making on which population centers to protect and which nodes of infrastructure, such as energy or water.

“As we uncovered how that was done, it was largely an ad-hoc effort,” Pirak said. “Because we have limited resources, it wasn't the most efficient way to cover the most important things.”

The four students applied a CIP modeling method to analyze the nation's air defense scheme.

Among the study's recommendations:

- Develop comprehensive modeling to determine the most critical cross sector and interdependent nodes in order to develop an optimal allocation strategy.
- Improve communications between the Department of Defense and the Department of Homeland Security to foster collaboration between the two entities.
- Drive strategic planning on this issue through a linked Quadrennial Defense Review and Quadrennial Homeland Security Review.

“The ultimate goal is to remove emotion and politics out of this and come up with something that is informed by science,” Pirak said.

The study found that when deciding on equally sized population centers, one may have critical infrastructure nodes that were not being factored in to the decision.

Additionally, the study called for more emphasis on threat assessment to consider events that would be devastating, yet unlikely, compared with more realistic concerns.

“We suggest re-examining the nature of threat; where is it we are really vulnerable?” Pirak noted.

To reach its conclusion, each team member worked on a portion of the analysis.

For example, Frazzano researched petroleum reserves and distribution and their effects on transportation, defense and the economy. She concluded that oil should be viewed in a broader context with other nodes.

“As a group, the research presented that we have reduced our level of air protections since 9/11 and haven't taken steps to update our analytics to support what we are protecting and how we are doing it,” she said. “The overall conclusion that we reached is that our resources are far from optimized.”

Wade learned about the vulnerability of the nation's power supply as she obtained information on the top 10 power plants in the

United States.

“I was surprised to learn that defense air support was out of range for the larger plants and how easy it might be to defeat the operations of a plant by simply taking out a bridge,” Wade said. “I also learned how unstable the electric power grid is overall.”

Jones studied how critical assets are defined and what value judgments determine what constitutes a key asset.

“This Critical Infrastructure Class Project for me was eye-opening because it highlighted just how vulnerable our critical infrastructure is to both man-made and natural disasters,” he said.

Applying strictly empirical decision-making may sound logical, but policies can be driven by politics and sentiment. And, decision makers have to be able to defend their plan should an attack occur.

“What you are trying to do is the most responsible thing without politics or emotion,” Pirak noted.



Aerial surveillance of a major oil refinery being checked for damage following a hurricane in Texas Photo courtesy of FEMA



Center Graduate Honored with National Homeland Security Award

An alum of the recently graduated 0905/0906 cohort, New York City Police Department Sgt. Gustavo Rodriguez was honored by the Intelligence and National Security Alliance (INSA) on Dec. 15 by receiving the John W. Warner Homeland Security Award.

His combination of police work and scholarly research at CHDS contributed to Rodriguez earning the honor, which he received during an awards banquet at the Hilton McLean Hotel in Tysons Corner, VA. The award is named after former U.S. Sen. John Warner of Virginia.

U.S. Rep. Peter King, R-N.Y., Chairman of the House Homeland Security Committee, presented the award to Rodriguez.

Rodriguez works with human intelligence (HUMINT) in the NYPD Intelligence Division. His thesis is titled “Creating DOMESTIPOL: Increasing National Resilience by Reflecting on the NYPD Counter Terrorism Model.” Rodriguez’s work and research center on better communication and intelligence dissemination among police agencies across the nation, especially among the 50 largest urban areas in the United States – a nod to the CHDS credo of rising above “silo” thinking.

“Sergeant Rodriguez exemplifies the bridging of operator gathered information and analytical exploitation to provide actionable intelligence to arguably one of the highest threat domestic venues,” CHDS instructor Kathleen Kiernan wrote in a letter of recommendation to INSA, urging that her student receive the honor.

While fusion centers have evolved to facilitate intelligence gathering among varied layers of local, state and federal authorities, Rodriguez believes the horizontal, interstate, police department to police department sharing of information is where the most critical seams exist.

A first step in doing that, he said, is basic person-to-person relationship building. “I want to see the day when 50 of the largest police departments in the country formally and systemically speak to each other horizontally,” he said. “Let’s get San Francisco and Los Angeles talking to Miami and Boston horizontally. Leveraging the burgeoning banks of police data and resources that reside in each city against homegrown terrorism will undoubtedly increase national resilience.”

His thesis proposes a national system of police coordination that would enable the 50 largest police departments to horizontally share, analyze and disseminate intelligence.

“It forever changed the face of policing in America. We at NYPD, FDNY, PAPD and a plethora of federal, state, local and private agencies knew in the days, weeks and months after 9/11, that the frontlines came to us, and we have never looked back.”

NYPD Sgt. Gustavo Rodriguez

In addition to researching this prospect, Rodriguez lives it on a daily basis as part of an NYPD intelligence division that grew in staff from about 200 before 9/11 to 1,000 in the years following the attacks. That girding of the city’s intelligence apparatus was a natural response to the attacks. Moreover, his passion for the new endeavor was intensified as he responded to those attacks and dug through the mounds of rubble at Ground Zero. Those events brought a new challenge to the NYPD as well as the New York City Fire Department (FDNY) and the New York/New Jersey Port Authority Police Department (PAPD).

“It forever changed the face of policing in America,” Rodriguez said, referring to that fateful day. “We at NYPD, FDNY, PAPD and a plethora of federal, state, local and private agencies knew in the days, weeks and months after 9/11, that the frontlines came to us,

and we have never looked back.”

Rodriguez credits the academic values fostered by CHDS for reinforcing his scholarly pursuit of police intelligence and lauds the mentoring he receives from instructors, especially Kiernan.

“CHDS, for me, has taken the art of researching a problem or best practice to the next level,” he noted. “The professors instill the art of research and hold you accountable. You become a scholar, that master researcher.”

He added that another benefit of participating in the CHDS Master's Program is interacting with fellow students from varied disciplines, backgrounds and geographic locations.

Rodriguez credited Kiernan for providing mentorship and guidance, calling her “the mentor I never had.”

“She listens to your hypothesis and she relentlessly makes you defend and refine it,” he explained. “And when the time is right, she connects you to the world. She utilizes over three decades of law enforcement and academic experience to connect you and makes sure your thesis is put into action.”

Rodriguez also lauded the assistance of another faculty member: “With a thesis advisor like Professor Lauren Wollman, my goals for my work at CHDS have become a reality.”

More information on the Web at www.insaonline.org



Dr. Kathleen Kiernan, shown with NYPD Sgt. Gus Rodriguez at the award ceremony, recommended Rodriguez for the the Intelligence and National Security Alliance (INSA) John W. Warner Homeland Security Award

“I want to see the day when 50 of the largest police departments in the country formally and systemically speak to each other horizontally. Let’s get San Francisco and Los Angeles talking to Miami and Boston horizontally. Leveraging the burgeoning banks of police data and resources that reside in each city against homegrown terrorism will undoubtedly increase national resilience.”

NYPD Sgt. Gustavo Rodriguez

Meet Your CHDS Alumni Assembly

Who They Are, What They Do as Assembly Members, and How You Can Volunteer to Join Their Ranks

The CHDS Alumni Assembly, comprising 11 volunteers, assists in the implementation of the ongoing initiatives of the CHDS Alumni Association. We thought you would like to know who is representing your alumni interests, and, just in case you have the inclination to join the assembly yourself, we have provided the information in the FAQ section.

Richard Brown ELP0901

Occupation: Until 12/17/10 I was a city manager. I have over 35 years in local government. My first manager job was in 1984.

Favorite or most important take-away from the CHDS experience: CHDS was not just learning about homeland security but was learning to think about homeland security issues. The ELP sessions helped me not to focus on easy answers but to look at any problem as part of a complex environment. Also the jazz keyboard sessions from Dr. Frank Barrett were sensational.

Best part of being on the assembly: The assembly offers an opportunity to expand contacts among the various cohorts and work to make the CHDS experience continue for all of the alumni. The time I spent at the CHDS was special and important to me. The assembly is a way to continue that and improve the alumni experience in the future.

Favorite fun fact about myself: My hobbies are sailing, scuba diving, reading, shooting and photography. And single malts and cigars are always appropriate.

Patrick Butler MA0805/0806

Occupation: Assistant Fire Chief with the Los Angeles Fire Department, and 21-year veteran of the Department.

Favorite or most important take-away from the CHDS experience: The education and experience at CHDS served me and my department on several levels and offered several take-aways.

Personally it was life changing for me in that it developed my critical thinking skills necessary to address the complex issues that we find ourselves dealing with today, whether at home, work or in our community. Professionally it has expanded my network of resources and has certainly provided me the tools, education, and reach back capabilities to make my community safer, more resilient and better prepared. CHDS is like a giant think tank. You can throw a problem out to your colleagues and within hours if not minutes you will have either a solution or strategy to help you tackle your problem. It's like IBM's Watson Super Computer, except it comes with real life experience.

Best part of being on the assembly: The assembly was a tremendous opportunity to continue my involvement in the greater homeland security enterprise. First and foremost, it was a privilege to serve on a board with other homeland security leaders, who embody the same qualities and virtues that make CHDS the world-renowned institution that it is. Second, volunteering is always better when you feel that you are contributing to the greater good and having fun while doing it.

Donna Cayson MA0705/0706

Occupation: I am a wife, sister, aunt and friend. I also see myself as project developer, volunteer and citizen advocate, instructor, retired law enforcement professional, entrepreneur and student.

Favorite or most important take-away from the CHDS experience: Realizing that no matter how small I thought my contribution to Homeland Security may have been, my very small contribution is an important piece of the entire puzzle. As Lauren Wollman said, "It is about kicking the can one kick further ahead."

Best part of being on the assembly: For me being a member of the assembly has three distinct benefits. First, it allows me, in a very small way, the opportunity to give back to an organization that has given me so very much. Secondly, it allows me to stay connected to alumni who always motivate me. Thirdly, by staying connected to the alumni and the Center, I continue to learn.

Favorite fun fact about myself: I love to fish, freshwater, and my favorite place to do this is Lake Powell, Arizona. This magical piece of earth always helps me put my life back into perspective.

Tracy Frazzano MA0903/0904

Occupation: I am a Lieutenant with the Montclair Police Department (N.J.) and have been with my agency for 16 years.

Favorite or most important take-away from the CHDS experience: The most important take-away from the CHDS MA program is the development of lifelong connections and friendships with diverse disciplines that are networked throughout the country.

Best part of being on the assembly: The best part of being on the assembly is continuing to bring leaders together from various disciplines and foster the collaboration efforts in remedying today's and hopefully the future's homeland security problems.

Favorite fun fact about myself: I like to participate in adventurous challenges, especially for charity. Last summer, I took part in three different mud run (tough mudder) races.

Sara Diaz MA 0901/0902

Occupation: Technologies Manager for San Diego Fire-Rescue. I've been in public safety technology since 1998.

Favorite or most important take-away from the CHDS experience: Homeland Security is not a simple problem that can be solved with a few key initiatives. This effort is about human interaction and only through working together and adapting to the changing threat will we be able to minimize the impact of disasters (man-made and natural).

Best part of being on the assembly: Being able to keep the interactions and networks formed through the Center alive.

Favorite fun fact about myself: I taught high school science at an all girls school in Africa.

Kristi Rollwagen ELP1001

Occupation: I am a firefighter and emergency manager. I have been in the field for 15 years. I am currently the emergency program manager for the Minneapolis St Paul International Airport. I have been in this position just over three months.

Favorite or most important take-away from the CHDS experience: Networking. Networking. Networking.

Best part of being on the assembly: I was just appointed to the assembly in February 2011. So....the jury is out on this one. I am excited about being involved with CHDS for another year.

Favorite fun fact about myself: I have 6 boys.

Shelly Schechter MA0503/0504

Occupation: Public Health Nurse for a very, very long time.

Favorite or most important take-away from the CHDS experience: The CHDS interdisciplinary academic model is powerful and effective in creating an environment for transformational leadership in homeland security.

Best part of being on the assembly: The assembly is one of several ways to remain active with CHDS and continue to be involved with some of the most interesting thought leaders in homeland security.

Favorite fun fact about myself: My grandfather won the Kentucky Derby in 1915 riding a horse named Regret, the first filly ever to win. (I will not comment further on fast females who make a lot of money!)

Also on the Assembly are David Gomez MA0805/0806 and Norman Custard ELP0902. We were unable to catch up with them before Watermark went to print.



Alumni Assembly FAQ

Q: What does the assembly do?

A: The assembly is an informal, volunteer group that provides suggestions and input on APEX initiatives. The assembly members also provide assistance with the planning and delivery of the annual conference. In recognition of the many demands on the time of our alumni, we are very careful to limit the time commitment expected of assembly members.

Q: Why doesn't each cohort have a representative?

A: While this is an idea we have not completely ruled out, the frank answer is that the group would be too large, and would only continue to grow as we continue to graduate additional classes. As of March 31, the assembly will include 11 members. If we had a rep for every class that has graduated, we would have 25 members.

Q: How long is the term of service?

A: Each member agrees to serve a one-year term. We have limited the terms of service to make more opportunities available for different alumni to serve on the assembly.

Q: How can I volunteer to serve on the APEX Assembly?

A: Send an email to Dee Walker. Please include your cohort number, your area of expertise/discipline and a brief statement of interest. We are currently using a mix of appointments and class-based elections to achieve a balance of disciplines, and to ensure that earlier classes are fairly represented.

Kelberg Takes on New Education Role at Department of Justice

Scott Kelberg's new temporary post combines two enduring values of the Center for Homeland Defense and Security: education and inter-agency cooperation.

An alumnus of the Executive Leaders Program, Kelberg is on detail from his job at the Federal Emergency Management Agency (FEMA) and is working at a joint Department of Homeland Security and Department of Justice program management office for a one year detail assignment.

In this new role, he will serve as a senior advisor for training at the Nationwide Suspicious Activity (SAR) Reporting Initiative (NSI) Program Management Office where he will develop the initiative's training portfolio, which includes tracking current training offerings, continuing development of those in process, and identifying needs for new trainings, as well as other special projects.

"This is a Department of Homeland Security and Department of Justice partnership where I will be handling the training portfolio for state and local law enforcement, public safety, justice and critical infrastructure partners," Kelberg said.

The NSI program is an effort to develop and implement common procedures and policies for reporting, documenting, analyzing and sharing data about suspicious activities, according to the program website found at <http://nsi.ncirc.gov/>. The goal is for local, state, tribal and federal law enforcement agencies to have a common system of sharing information regarding activity that is potentially related to terrorism.

Historically, the training for which Kelberg is responsible is generally geared towards law enforcement professionals, instructing them on what kinds of matters they should be looking for, what to do with the information and how to report, while respecting privacy and constitutional concerns.

Initial training is in the form of a 14-minute DVD (found at <http://nsi.ncirc.gov/training.aspx>) for front-line officers that outlines types of suspicious activity that should be noted. It is expected that virtually all frontline law enforcement personnel in the United States - hundreds of thousands of officers - will receive this training by the autumn of this year. Subsequent training to be developed will be on-line and aimed at non-law enforcement entities within public safety, justice and critical infrastructure communities. This training is expected to be a combination of video and online accessible training. Kelberg said he is reaching out to the initiatives' partners to create

training products tailored to them.

"The goal with this new SAR training initiative is to provide similar awareness training for those emergency responders that may be in positions to observe suspicious behavior that is currently being provided for law enforcement line officers," Kelberg said.

Kelberg said his studies at CHDS had been helpful in working with varied agencies, especially classes on intelligence-sharing along with discussions among state and local professionals from an array of disciplines

"I learned a lot about leadership," he said of the ELP program. "I learned a lot from the local, state and federal partners about how they approach their work and different situations in homeland security. I definitely listened and learned a lot that I am able to implement in my current position at the NSI PMO and throughout my career."

Kelberg comes to the temporary position from serving as Director of the Office for Preparedness Integration and Coordination, Protection and National Preparedness (PNP), at FEMA. Prior to becoming the Director of the Office for Preparedness Integration and Coordination, where he worked to coordinate preparedness activities across all ten FEMA regional offices, Kelberg served in a variety of functions within the Department of Homeland Security and the Federal Emergency Management Agency's Grants Program Directorate.

The strategy focuses three initiatives targeting law enforcement professionals - agency executives, analytic/investigative personnel and line officers.

"You want people walking away saying I learned things I didn't know before," Kelberg said.

"I learned a lot about leadership," he said of the ELP program. "I learned a lot from the local, state and Federal partners about how they approach their work and different situations in homeland security. I definitely listened and learned a lot that I am able to implement in my current position at the NSI PMO and throughout my career."

Scott Kelberg



Graduates of MA0905/0906 smile for the camera



A cross section of organization and agency patches proudly worn on graduation day



Christopher Logan receives his ELP0902 certificate from FEMA's Tim Manning



Fire Grads MA0901/0902

Glen Woodbury accepts one of two awards presented to CHDS by Government Security News Magazine.



*Keep your coin handy!
There are alumni EVERYWHERE!*

CHDS Photo Album



Alumni settling in for the 2011 Alumni Conference



*Walking in for the
graduation ceremony*



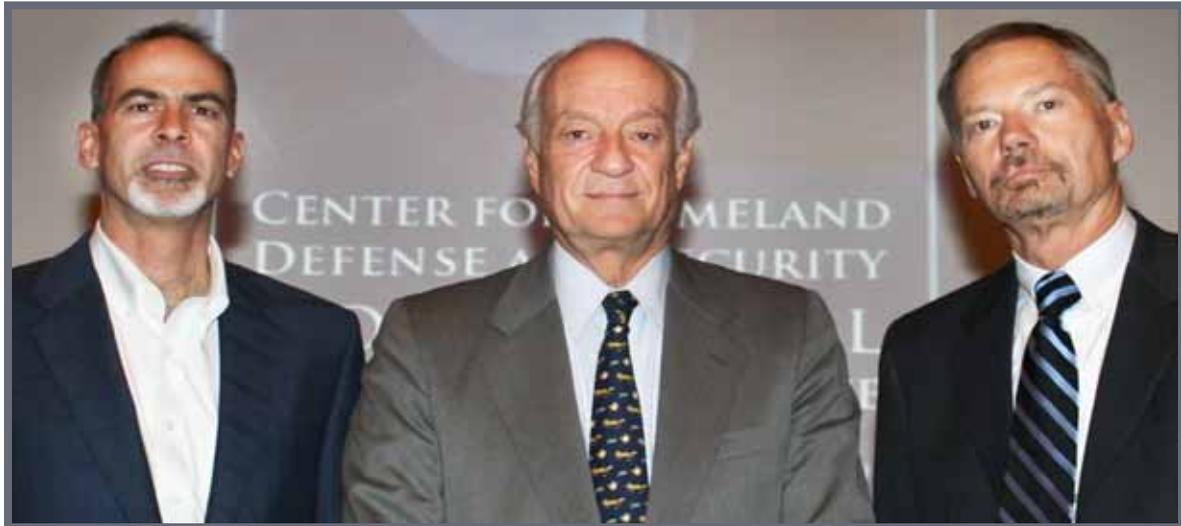
*Gail Stewart of Florida
Public Health
graduates with her
class MA0901/0902*



Nice shirts, 0805/0806!

Center Hosts Inaugural Continental Security Conference

Academic Community Discusses Common Issues, Facilitates Ongoing Collaboration at Groundbreaking Event



Former Mexican Ambassador Andrés Rozental, center, delivered the conference's keynote address. Rozental is shown with CHDS' UAPI Deputy Director Steve Recca, left and Director Dr. Stan Supinski, right.

The homeland security academic community can influence new methods of cooperation in continental security by making its research expertise available to policy makers and the media.

That was at least one point of consensus as 35 academics and practitioners from Canada, Mexico and the United States convened for the inaugural Continental Security Conference hosted by the Center for Homeland Defense and Security's University and Agency Partnership Initiative. The event was held Dec. 7-8 at the Antlers Hilton in Colorado Springs, Colo.

Attendees sought to 1) define what "continental security" means; 2) whether it is important; and, 3) how academics can contribute to the security of the three geographically linked nations.

Consensus was lacking on exactly what term should define the notion of continental security but most attendees agreed there are common threats facing all three countries and that academic research could aid in addressing them.

The culmination of two days' worth of discussion yielded some action items to be addressed at a future conference:

- Forming a council of subject matter experts (SME). Such a council would be centered on North American security.
- Establishing a medium to continue discussion and extend the conversation to other experts who did not attend the conference.
- Exploring funding mechanisms to conduct research on the topic.

Common issues

While each of the three nations comprising North America face unique challenges, all three have shared concerns that represent new fronts in homeland security.

"While our countries are sovereign and independent, in a globalized and interconnected world we are increasingly dependent on each other, particularly with our North American allies," said Pamela Matthews, a manager with Canadian Public Safety. "We each have a mutual objective of prosperity for our people, our countries."

Fueled by demand in the United States, drug trafficking was often mentioned as the cause of raging violence in Mexico. Meanwhile, the British Columbia province of Canada has become renowned for its marijuana production and exporting across its border to the United States.

Other issues that were identified included pandemic disease, critical infrastructure protection, transportation security and counter-terrorism as well as trafficking of drugs, weapons and humans.

Former Mexican Ambassador Andrés Rozental noted that, in a post-Cold War era, the threats faced on the continent come not from other nations but from cartels, terrorists and other non-government actors.

Davis Schanzer of Duke University cautioned against creating new continental security institutions that could overlap and compete

“While our countries are sovereign and independent, in a globalized and interconnected world we are increasingly dependent on each other, particularly with our North American allies. We each have a mutual objective of prosperity for our people, our countries.”

Pamela Matthews, Canadian Public Safety Manager

with existing bi-national and regional entities.

“We have robust bilateral relations on a huge number of issues and dialogue takes place through those channels,” he said. “I think the threshold should be high for developing a new concept in thinking about security threats.”

For an issue to fall within the concept of “continental security,” Schanzer postulated that there needs to be a genuine, common threat posed against all three nations that can be best addressed through coordinated action by all three nations.

The North American Free Trade Agreement (NAFTA) implemented in 1994 shows that the three nations have a common interest in teaming together to compete economically with the rest of the world, several participants noted. And, there are many instances of bi-national and regional cooperation among the North American nations and cooperative frameworks, such as NAFTA and the Organization of American States. Some participants noted post-9/11 cooperation by the three countries on issues that range from border security to intelligence gathering and sharing.

The role of scholars

When it comes to contributing to Canada-Mexico-United States security, academics should be careful to stick with what they can do best, said Stephane Roussel of the University of Quebec at Montreal. He noted that university researchers are not good at predictions, decisions and implementation of strategies.

What they do excel in is documenting, providing arguments, critical analysis, identifying options, and education.

“After giving a general opinion, we need to let those people do their work,” he said, referring to homeland security professionals in the field.

Scholars can offer “systematic frameworks for analysis” and the ability to “think outside the box,” said Harold Trinkunas of the Naval Postgraduate School’s Department of National Security Affairs.

“There is definitely the risk of an ‘echo chamber’ effect in Washington where everyone eventually starts agreeing with each other,” Trinkunas said. “It’s good to bring outsiders in to provide a different perspective.”

He suggested research in this field could be furthered by coordinated panels at professional conferences, sponsored research on continental security and, in the long term, creating a forum for continental security research and education based on the model provided by the Summer Workshop in the Analysis of Military Operations at Cornell University.

Academics can contribute to research in the mid- to long-term, but

generally not with the immediacy often demanded by practitioners, he noted.

Words matter

In a glimpse into why cooperation among even friendly nations can be a daunting endeavor, the first afternoon of the conference futilely sought to define “continental security.”

While there is consensus on what issues all three nations have in common, debate about the term produced no clear answer.

Part of the reason is that focusing on homeland security issues germane to the three North American nations is a fairly new academic and policy concept. Examples abound regarding bi-national cooperation among the countries, but not so many exist for efforts that encompass all three.

David MacIntyre of the Homeland Security and Analysis Institute said the concept suffers from “conceptual immaturity.”

There are cultural and political distinctions among the nations that can make terminology topically controversial.

Words such as “tri-lateral” or “North America” raise concerns among a segment of conservative citizens in the United States. And in Mexico, “continental” has a different connotation than it would in the other two nations.

Rozental suggested a more straightforward label, “Canadian-Mexican-United States Security,” and encouraged academics not to lose sight of the bigger goal by getting bogged down in terminology.

“The concept of a “homeland” can never be limited to one single country. You have to look at it from a broader perspective. You have to look at it from the point of view of North America. We have such an enormous amount of synergies among and between the three countries that you cannot stop at either of the borders and consider that is where the homeland ends.”

“Today, Mexico has become a larger threat to North American security than it was before, from the point of view of its use as a crossing point for drugs and other criminal activities into the United States or Canada. The threat is one which has to involve all three countries.”

Quotes from keynote and interview of Andrés Rozental,

Read the Continental Security Conference Special Report and related articles available on the CHDS website at <http://www.chds.us/?special/info&pgm=Continental>

International Anti-Terrorism Expert Lectures at CHDS

Western nations need to be adaptive and flexible enough to implement innovative intelligence and legal systems in order to successfully combat evolving terrorist threats in the future.

That was part of the message from international anti-terrorism expert Jean-Louis Bruguiere during a visit to the Naval Postgraduate School Center for Homeland Defense and Security Jan. 24.

Bruguiere was a guest lecturer for the CHDS Comparative Government for Homeland Security course and delivered a subsequent presentation to about 130 people comprising a campus-wide audience at Glasgow Hall.

During his presentations, he drew on his more than 25 years of experience working on anti-terrorism cases in France, where he coordinated the antiterrorist section of the Paris Court of Serious Claims beginning in 1995. He touted France's judicial and intelligence infrastructure for adapting to mitigate the growing terrorist threat in that nation.

"We have a long experience with terrorism," he said during a follow-up interview. "We did not wait for a Sept. 11 to set up a system. We have a very pro-active, flexible system that is able to adapt to threats."

That system, born out of necessity in response to threats in the mid-1990s, generally allowed France to stay a step ahead of terrorist plots while allies such as Great Britain, Spain and the United States were subsequently attacked years later. France created its terrorism fighting infrastructure within its existing judicial framework, Bruguiere explained.

The focus is on disrupting plots and the financing mechanisms of terrorists groups, he added, noting that the legal and the intelligence operations need to work together to be successful.

France's experience with its former North African colonies in Morocco and Algeria gave its leaders an understanding of the dynamics of Arab society, something that would be useful when the French were faced with terrorist acts from Islamic radical groups beginning as early as the 1980s. Radical groups became more active as the Cold War ended.

The timing of Bruguiere's legal career coincided with the rise of potential terrorist threats to France.



In 1994 an Air France Airbus was hijacked by a then-obscure umbrella group known as al-Qaida. The aim was to fly the plane into a national landmark, in this case the Eiffel Tower. "The goal was not just to hijack the plane. It was the first attempt to use an airplane as a weapon."

Jean-Louis Bruguiere

He began his legal career in 1976. In 1981, he was appointed an investigating judge and was assigned counter-terrorism cases before joining the Paris Court of Civil Claims in 1995. One of the plots sparked an eerie similarity to the Sept.11 attacks in the United States. In 1994 an Air France Airbus was hijacked by a then-obscure umbrella group known as al-Qaida. The aim was to fly the plane into a national landmark, in this case the Eiffel Tower.

"The goal was not just to hijack the plane," he noted. "It was the first attempt to use an airplane as a weapon."

France's legal system, bolstered to fight terrorism, resulted in that plot being foiled and no attacks have been carried out on French soil since 1996, though the nation thwarts three or four plots a year.

Mitigating future threats will require cooperation among nations, he added. Bruguere likened intelligence analysis and cooperation among nations to a jigsaw puzzle, saying nations need to cooperate with their respective information to get a clear picture of terrorist groups.

"If you don't have the will to put all the pieces on the table, you don't have the whole picture," Bruguere said, referring to the need for cooperation.

Moreover, sound management is required to ensure resources are used effectively and so that a judicial system can adapt to new dangers. He noted that terrorists groups are like a "virus" system without a centralized leadership, while the nations affected by those groups are more of a "structured" system.

That "virus" like nature is exemplified by some of the new dangers posed by radical groups. Bruguere pointed to the situation in Algeria as well as in the Sahel where the Islamic Group for Call and Combat (GSPC) formally linked itself with al-Qaida in 2007. That created a united al-Qaida front in the region and enabled establishment of a logistical base in nearby Mali. The group is also reaching out to radical neighbors, such Al Shabaab in Somalia.

The concern is that this partnering and establishment of bases could facilitate an attack in France, said Bruguere.

Around the globe, concerns common to the United States and the European Union abound. The groups thrive in places like Pakistan and increasingly so in Yemen. He further discussed some budding trouble spots for radicalization and terror, among them cells in Central Asian nations as well as their neighbors to the east such as Malaysia, Thailand and the Philippines.

Also, there has been a resurgence of violence in Russia and its Caucus territories. A week prior to Bruguere's presentation, a suicide bomb blast at the Moscow airport killed more than 30 people. Russia has long been attacked by Islamic rebels in Chechnya who seek an independent state there.

A nation that concerns Bruguere is Japan, which he believes lacks the legal flexibility to effectively thwart an attack. And, he added, a hit that impeded Japan's economy would have an impact internationally.

"We are concerned on both sides of the Atlantic (Ocean) about these phenomenon," Bruguere said.

Bruguere likened intelligence analysis and cooperation among nations to a jigsaw puzzle, saying nations need to cooperate with their respective information to get a clear picture of terrorist groups.

"If you don't have the will to put all the pieces on the table, you don't have the whole picture," Bruguere said, referring to the need for cooperation.



Bruguere addressed NPS large at Glasgow Hall following his CHDS presentation

Ted Lewis' Newest Book Investigates Fallibilities of Modern Systems and Their Impacts on Homeland Security

A nearly 25-year-old theory posed by a late Danish physicist provides insight into how the U.S. can soften the blows of catastrophic events, according to a recently released book written by Ted Lewis, Executive Director of the Naval Postgraduate School Center for Homeland Defense and Security.

Lewis argues in *Bak's Sand Pile: Strategies for a Catastrophic World* that the systems on which society depends – from the electric grid to the Internet to water supply distribution – are susceptible to breakdown not so much because of external forces but due to their optimized designs that don't allow for minor disruptions.

The book is based on the seminal work of renowned scientist Per Bak, who in a 1987 paper employed a sand pile analogy that was a prelude to Bak's theory of self-organized criticality (SOC). Self-organized criticality is a theory that contends failure of a complex system is inevitable due more to the system's own design rather than from an external force.

"The reason these catastrophes are happening more often is because in modern society technology has made it possible to optimize everything," Lewis said.

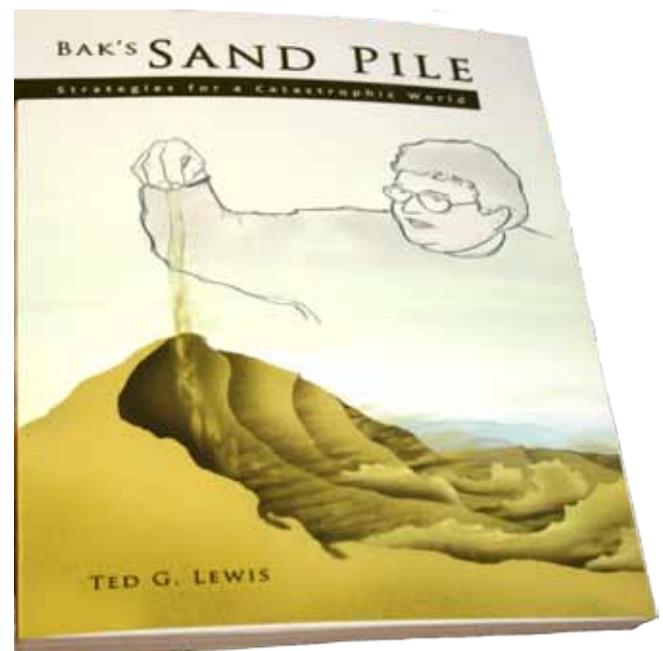
Bak and his peers conducted a sand pile experiment. As grains of sand fell, a cone-shaped form emerged and grew in breadth and height. As grains continued to fall, small "landslides" took place, due to the build up of criticality in the sand pile. The size and timing of landslides is unpredictable, just like so many natural and human-caused collapses. Bak's sand pile became a metaphor for the real world.

Ever since it was published, science writers have sought to apply this concept to various calamities, but Lewis believes those works have missed the mark by not further delving in to self-organized criticality to understand why catastrophic systems failures occur, whether it is a nuclear plant in Japan or the financial meltdown of the past decade.

"Actually, it turns out that self-organization is the really interesting part," Lewis notes. "The sand pile is sort of the superficial stuff and the self-organized criticality is sort of the interesting stuff. The idea of self-organized criticality is the central theme of the book. I didn't think other people had done it justice, so that's why I wrote the book. Once you get into that you start looking for evidence of self-organized criticality in everything. It's pretty easy to find it."

Lewis sees the concept in events like Hurricane Katrina where an overly-optimized and aging levee system led to exacerbated disaster; or, in the Gulf Oil spill where technology facilitated deepwater drilling, but what should have been a minor system

"I would go so far as to say policies are more dangerous than terrorists. They have created more vulnerability and risk than terrorists have."



"This thing called self-organized criticality builds up over time, until the system gets to its tipping point," Lewis explained. "Then when even the smallest thing happens that ordinarily would not cause a disaster ends up causing a big flare-up, a big consequence."

Ted Lewis

disturbance resulted in a disastrous oil spill. Technology and cost efficiency can result in a lack of resiliency: Hospitals are designed to maximize profitability, so they don't have the capacity to care for a large influx of patients following a catastrophic event; the power grid doesn't have resilience because it has been designed for efficient operation.

"This thing called self-organized criticality builds up over time, until the system gets to its tipping point," Lewis explained. "Then when even the smallest thing happens that ordinarily would not cause a disaster ends up causing a big flare-up, a big consequence."

With this understanding, policymakers could potentially take action to combat self-organized criticality, although doing so may be politically unlikely. Addressing the phenomenon means giving up cost and efficiency benefits initially.

"If you want a resilient society, you have to 'un-optimize' these systems," Lewis observes. "Of course, nobody wants to do that because that costs extra money." But economics is not the only factor driving up self-organized criticality. In fact, many existing regulatory policies contribute to tipping points in modern society.

"I would go so far as to say policies are more dangerous than terrorists," Lewis said. "They have created more vulnerability and risk than terrorists have." The 2003 Power Blackout that affected 55 million people was caused by self-organized criticality that is a direct result of FERC policy. Another example is the 1996 Telecommunications Act that allowed the communications industry to interconnect networks between separate companies. That was efficient and economical, but it decreased the redundancy needed for stability.

While policy tweaks are one way to address the issue, another is more creative thinking in building infrastructure. For example, in a chapter titled "Blackout USA" he outlines a plan that would locate natural gas, electricity, and fuel conduits underground along the rights-of-ways of the nation's interstate system. Such an undertaking would not only provide for more resilient distribution systems, it would also bypass the syndrome popularly known as "Not in My Backyard" (NIMBY). Moreover, that kind of massive public works endeavor could provide a spark to the economy by creating jobs.

The paradox is that part of the solution lies within the cause of the problem.

"Self-organized criticality causes the problem, but it also solves the problem because it shows you where the critical points are," Lewis said.

Available online at major bookstores such as
barnesandnoble.com and Amazon.com

Paperback: 382 pages

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ISBN-13: 978-0983074502

CHDS Wins Two Awards For Educational Excellence

CHDS won two honors from Government Security News magazine during ceremonies Monday, Nov. 8, in Washington D.C.

CHDS was named the Most Effective Federal Government Security Program, Project or Agency as well as Best Homeland Security Training/Higher Education Program at an awards dinner at the JW Marriot Hotel.

"We are honored that the experts at GSN have recognized us with these awards," CHDS Director Glen Woodbury said. "We deeply appreciate these recognitions and pledge that we will continue to strive for excellence in homeland security and defense education."

GSN honored companies and government agencies in 45 different categories. Retired Gen. Barry McCaffrey earned the GSN 2010 Homeland Security Extraordinary Leadership and Service Award and gave the keynote address.

The CHDS is sponsored by the U.S. Department of Homeland Security (DHS), National Preparedness Directorate, within the Federal Emergency Management Agency (FEMA).

"Educating our current and future leaders at the strategy and policy level is a very important endeavor for FEMA," said Tim Manning, FEMA Deputy Administrator for Protection and National Preparedness. "The Center develops a cadre of professionals that enable us to tap into innovative strategy and critical thinking the nation needs to address current threats and to foresee future challenges. We are pleased that our educational efforts in all-hazards homeland security have been recognized."

"Recognition from peers are achievements that mean the most. It was an honor to celebrate the awards with those who work every day to study and protect this nation."

Susan Reinertson, GSN Awards Attendee



Class Notes

MA 0403/0404

Gregory M. Jaksec has been promoted to the rank of Colonel in the U.S. Army. He is currently stationed at Scott Air Force Base in Illinois serving as the Chief of Network Operations for the Defense Information Systems Agency Continental United States.

Don Reed led the planning and execution of the second annual National Defense Support of Civil Authorities (DSCA) Workshop. The event brought together more than 700 participants from throughout DOD, the National Guard, and Interagency Partners

MA 0503/0504

Brigadier General Michael McDaniel joined the Thomas M. Cooley School of Law faculty where he will develop a Homeland Security Law program.

Bob Brooks retired as Ventura County (Calif.) sheriff in December 2010.

MA0601/0602

Battalion Chief John Donnelly of Washington, D.C., Fire and Emergency Medical Services co-authored an article in the latest edition of the *Journal of Homeland Security and Emergency Management* titled "Intelligence-Led Mitigation."

ELP 0701

Ellis Stanley was appointed by Florida Governor-Elect Rick Scott to his Law and Order Transition Team.

William Crosbie joined the engineering and construction firm Parsons as its vice president of railroad programs and deputy sector manager in the Rail and Transit Systems Division of its Transportation Group.

ELP 0702

Steven King earned a Certificate of Recognition from the Executive Office of the President of the United States for development of a Presidential Executive Order to improve security of the most dangerous biological agents and toxins.

MA 0705/0706

Andrew Miller of the Washington State National Guard has been promoted to the rank of Major. He is Director of Operations for the Guard's Counter-Drug Task Force.

ELP 0801

Bryan W. Koon was appointed Florida Director of Emergency Management by Governor Rick Scott.

ELP 0802

Patrick Sullivan accepted the position of Assistant Inspector General for Investigations, Environmental Protection Agency (EPA) - Office of the Inspector General (OIG). He will manage the nationwide criminal investigative program for EPA OIG and its fifteen field locations.

MA 0805/0806

Abdo Nahmod has been appointed Chief of Emergency Medical Service with the New York City Fire Department (FDNY). The appointment was announced by FDNY Commissioner Salvatore J. Cassano.

St. Paul (Minn.) Fire Department Captain Dennis Jones, a 21-year fire services veteran, was promoted to Chief of Special Operations.

MA 0901/0902

John MacLean has been promoted to Regional Coordinator with the Department of Homeland Security's Office of Cyber Security and Emergency Communications. His responsibility area in this new program will encompass the eight southeastern states with the mission to help state and local jurisdictions achieve interoperable Emergency Communications

MA 0905/0906

Sgt. Gustavo Rodriguez of the New York Police Department was honored Dec. 15 at the first annual Intelligence and National Security Alliance Achievement Awards. Rodriguez earned the Warner Homeland Security Award, named in honor of former Sen. John Warner of Virginia.

Trixie G. Lohrke has been promoted to Battalion Chief with Dallas Fire and Rescue

A team led by **Michael Brown** in May 2010 was recognized for an agency Team Award, presented November 19, 2010. Following Faisal Shahzad's attempted Times Square bombing and subsequent boarding of an Emirates Air Flight, the Acting Administrator called for an immediate review of existing vulnerabilities created by processes associated with delivery of the No Fly List to air carriers. Brown's group delineated how the

No Fly List was delivered to and received by the air carriers, and identified opportunities to improve and streamline the communication process.

ELP 1001

Sandra Spagnoli has been named Police Chief in San Leandro, Calif.

Leslee Stein-Spencer has been honored with the City of Chicago's Kathy Osterman Award/Outstanding Public Safety Employee. Stein-Spencer is Manager-Acting Assistant Commissioner with the Chicago Fire Department.

MA 1001/1002

Police Chief Michael Biasotti and his wife Barbara have been named 2010 recipients of the national Torrey Advocacy Commendation for their advocacy on behalf of those too severely disabled by mental illnesses to recognize their own need for care. Biasotti is chief of police in New Windsor, N.Y. The Biasottis were selected by the Treatment Advocacy Center for their support of assisted outpatient treatment (AOT) laws in New York ("Kendra's Law") and California ("Laura's Law").

FBI Agent **William Sweeney** was promoted to Assistant Special Agent in Charge in the Newark, N.J., FBI office where he will focus on violent crime. He was also part of an investigative team honored by Attorney General Eric Holder in October for foiling an al-Qaida plot to attack the New York subway system.

CHDS faculty member **Kathleen Kiernan** was appointed by Florida Governor-Elect Rick Scott to his Law and Order Transition Team.

CHDS faculty member **Nadav Morag** has written a textbook titled: *Comparative International Homeland Security: Global Lessons*. It will be published late summer/early fall by Wiley.

NPS and CHDS faculty member **Erik Dahl** published *Missing the Wake-up Call: Why Intelligence Failures Rarely Inspire Improved Performance* in the December issue of *Intelligence and National Security*.

The following is a partial list of the activities of CHDS faculty member **Dr. Philip Zimbardo**:

- Keynote speaker in Dubai at Bold Talks in February
- Keynote speaker, International Conference on Holocaust Research in January
- Inducted into the American Academy of Arts and Sciences (AAAS) in October
- Co-host, Dr. Phil shows "Why Good People Do Bad Things" in October
- Lectured at the Center of Compassion and Altruism Research and Education (cCARE) conference, Scientific Explorations of Compassion and Altruism, at Stanford in October, where he dialogued with His Holiness the Dalai Lama about "Finding the Courage to Convert Compassion into Heroic Action" in October

The following is a partial list of the activities of CHDS faculty member **Professor Fathali (Ali) Moghaddam**

- Signed a contract with American Psychological Association Press for a new book entitled *The Psychology of Dictatorship* which explores his 'Springboard model' of dictatorship. It is based both on his personal experiences of living in a dictatorship and his assessment of available empirical research
- Keynote speaker in 13th Biennial Conference of the International Society for Justice Research in Banff, Alberta, Canada on the topic *Omniculturalism: Re-thinking justice in inter-group relations*
- Keynote speaker, Canadian Psychological Association Conference, Winnipeg, Manitoba, Canada on the topic *Replacing multiculturalism with omniculturalism to meet the challenge of radicalization, terrorism, and fractured globalization*

Faculty Footnotes

CHDS faculty member **Seth Jones** gave a briefing on the state of the war in Afghanistan at the White House, Congress (including Senator Joseph Lieberman), Department of Defense, and Central Intelligence Agency. He has had recent citations in *The New York Times*, *Foreign Policy*, *Slate*. Interviews with the *Washington Post*, *Los Angeles Times*, and *Wall Street Journal*, and has several new publications in the works

- *Hunting in the Shadows: The Pursuit of Al Qaeda Since 9/11* (W.W. Norton, forthcoming in 2012)
- *Al Qaeda: A Force Multiplier in Afghanistan*, in Bruce Hoffman and Fernando Reinares, eds., *Leader-Led Jihad* (New York: Columbia University Press, forthcoming in 2011)
- *Beating Back the Taliban*, *Foreign Policy*, March 2011

Faculty Feature

Rodrigo Nieto-Gomez

"Silver bullet solutions are good for the Lone Ranger and for killing werewolves, but they tend to make bad public policy."

Rodrigo Nieto-Gomez

At the ripe old age of 32, Rodrigo Nieto-Gomez boasts a resume that could take a lifetime to fill – writer, lawyer, and university professor.

For the youngest member of the faculty at the Naval Postgraduate School Center for Homeland Defense and Security, all of those labels are actually inter-related. Nieto-Gomez has taught at CHDS since 2007 and was named an associate professor at the NPS National Security Affairs Department in 2010.

His path to becoming a homeland security educator began in the business world as a successful attorney who specialized in legal issues related to the North American Free Trade Agreement.

During the years following the Sept. 11 attacks in the United States, relations between Mexico and the United States were at a crossroads. The border had tightened as the U.S. sought to secure its southern boundary, an act that reverberated through the economy of both nations. Moreover, Mexico had voted against a resolution by the United Nations Security Council authorizing the use of force against Iraq.

As the public debate grew heated, Nieto-Gomez began reconsidering his profession.

"It opened my eyes to the power of narrative and discourse," he recalled. "I don't think I was ready to settle into a simple, bourgeoisie lifestyle."

The nature of the post-9/11 world of security meant the young attorney already had a knowledge base of cross-border issues related to NAFTA.

"I came to homeland security through NAFTA," he said. "I started dealing with security issues because more and more NAFTA clients started having to deal with a new thing called homeland security," he said. "Suddenly, companies that were in the business of shipping internationally, or had operations in Mexico and the U.S., were dealing with this new institution called DHS."

A native of the city of San Luis Potosi in Mexico, he had earned his law degree in 2002 from Universidad Autonoma de San Luis Potosi Law School. But shifting world events sparked a change in career direction. In 2004, he began studying for his master's degree in Geopolitics from the University of Paris, where he eventually earned his doctoral degree in 2009.

In fact, Nieto-Gomez is scheduled to return to his hometown in



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Rodrigo Nieto-Gomez

May to make a presentation at TEDxSLP. TED is a non-profit highly regarded in the innovation world for hosting conferences that bring together thinkers from every field to discuss great disruptive ideas to make the world better. Nieto-Gomez was unable to disclose the content of his presentation until the actual conference, but said his talk would center on the impact of design and technology on homeland security.

His combination of education and real-world legal experience has been beneficial to teaching homeland security. Nieto-Gomez's academic areas of interest include border issues, analyzing public discourse and the impact of emerging technology.

"The common denominator would be that these are things that will affect your environment when you are dealing with homeland security issues, even if they don't appear to be," he said.

He will incorporate that approach into his first stint at teaching strategic planning that will introduce concepts of complexity, ambiguity and uncertainty to the planning and strategic process.

Seeking to anticipate the next big threat is a futile endeavor, he believes.

“In homeland security, we never know what the next threat is going to be,” Nieto-Gomez remarked. “How do we prepare to not know instead of trying to know what we cannot? I would say that connecting the dots, or anticipating the next threat, is wrong. We can’t connect the dots because there are too many to be connected. So what we can do is frame our security environment in way in which we are strategically resilient and ready to deal with surprises.”

While his path to homeland security began with his legal career, his road to CHDS is rooted in research. As a doctoral student he discovered the Homeland Security Affairs Journal, the online research publication of CHDS, which piqued his interest.

“It made me very curious about the Center,” Nieto-Gomez recalled. “It happened that my hypotheses and a lot of the central lines of research I did was actually part of the educational

environment of the Center.”

His research into critical infrastructure protection put him into contact with CHDS Executive Director Ted Lewis and Associate Director of Research Rudy Darken.

“An interview to gather data became a good connection. We started an enjoyable and productive relationship that has been going on for some years now,” he said.

And, it is a relationship he looks forward to continuing as he has found Monterey living to his liking. An avowed movie buff and travel aficionado, Nieto-Gomez is enjoying work at NPS and the perks of living in Coastal California. The beach at Lover’s Point often becomes an outdoor office where he can take his e-reader and peruse student theses or the latest scholarly article on homeland security.

Q & A With Rodrigo

Q: Of the three languages you speak, which do you prefer?

A: None... or all of them! As anybody who speaks more than one language knows, there are some ideas that can be said more easily in one language or the other. In some cases, what can be expressed in one word in one situation requires a full sentence or a paragraph in the other. I have a full section in my doctoral dissertation dealing with the intricacies of translating the concept "homeland security" to French and Spanish, and how some political problems in this field find their origin on the mistranslation of the term.

Finally, I think that the most interesting language is the one you don't speak. They seem to me cultural doors waiting to be opened by the knowledge of the "secret code." I love German (I am biased, I know... my wife is Bavarian) and I hope to ameliorate my very basic knowledge of it in the near future.

That said, preposition systems suck in all of them! And I will admit that subjunctive mood in romance languages makes no sense to a non-speaker.

Q: What are three steps that could be taken for better U.S.-Mexico border relations?

A: Three words: trust, empathy and respect. Not so different from any human relation.

1) Trust building is not easy, but it is essential. Mexicans mistrust the bulldozing power of the only global superpower. The whole Mexican diplomatic tradition is built on the foundations of the non-intervention principle (at least at the level of discourse) as a defense mechanism against American interventionism and the so-called American imperialism.

On the other hand, American mistrust happens as a natural consequence of the corruption problems that plague Mexican security institutions and the lack of proper training of some law enforcement agencies, especially at the state and municipal level.

Because of this reciprocal mistrust, in this globalized 21st century, there is not one joint task force formed with Mexican drug cartels are multinational organizations that know how to

take advantage of this, and use this framework of limited trans-border cooperation to their advantage.

2) Empathy means to be able to understand "the other's" position even when we do not share it. It is a conflict prevention mechanism that requires tolerance and fosters agreement. More empathy in the relation means accepting that while some elements of the security agenda are shared, some are not. And, domestic agendas are quite different. Very often, lawmakers from any of the two countries demand things to the executive branch of the other nation that are impossible to obtain under current domestic political environments. This shows a strong lack of empathy.

3) Respect. This one is self explanatory. Both Mexico and the U.S. are proud nations that do not like to be told what to do, but tend to accept a helping hand from a friend. Both nations share history, tradition and culture, and a friendly and profitable relation. Like all neighbors, they also have some disagreements that should be negotiated (and normally are) in a respectful way. Those that are not, tend to be recurrent sources of friction that pollute the rest of the relation.

I think that a practical way of moving in the direction of these three words, would be to form a "reciprocal" joint task force of "untouchables" (a la Eliot Ness...not the Indian undercaste!) for high consequence cases in the border region, with an equal number of bilingual Mexican and American agents, vetted by both nations and with shared jurisdiction in both countries (for the first time a pursuit could start in one country and end up in the other!). Command should rotate between Mexico and the U.S. every six months or so, and they would be headquartered in both nations and receive equal training, pay and benefits. The agents would then become "cultural translators" fostering trust, empathy and respect at both sides of Rio Grande. There are political problems with this idea, but I believe it is one of the simplest and cheapest "game changers" to improve the relation and, at the same time, the efficiency of the war on drugs. It would be something akin to a "homeland security" NORAD, and could have the same great effect that NORAD had for U.S.-Canadian National Security relations.

Q: What is the secret to your youthful appearance?

A: I will tell you in 15 years if you still have grounds to ask me that question again!

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.



ELP0902 on Graduation Day, August 2010

Congratulations to Our Newest CHDS Graduates

MA0901/0902 Graduation, September 2010



MA0905/0906 Graduation, March 2011

Connections



MA0903/0904 National Capital Region Graduation Day at NPS, December 2010

"Despite having spent more than 10 years developing and implementing national homeland security preparedness programs, the Executive Leaders Program made me rethink some of my most basic assumptions about how we were approaching the mission and gave me invaluable new insights and perspective for moving forward. To put it simply, the program completely changed the way I think about preparedness."

David Kaufman ELP0601
Director Office of Policy and Program Analysis, FEMA/DHS

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.

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Look for new official CHDS gear available soon!

Update on the \$100 From 100 Campaign

Late last year the CHDS Alumni Foundation launched the \$100 from 100 to create an endowment for alumni sponsored initiatives. As *Watermark* went to press, the Foundation had received donations from 48 alumni. Thank you to those of you who have contributed, and we extend the invitation to those of you who have not yet participated. Your tax deductible donation in any amount is welcomed and appreciated.

Donation Instructions:

Credit Card: Go to www.npsfoundation.org and click on "Donate Online." There is a drop-down box at "Contribution Amount," where you can find "CHDS Alumni" listed. The Foundation will receive your donation information and will issue you a tax letter.

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Spring comes to the NPS campus

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