

Watermark

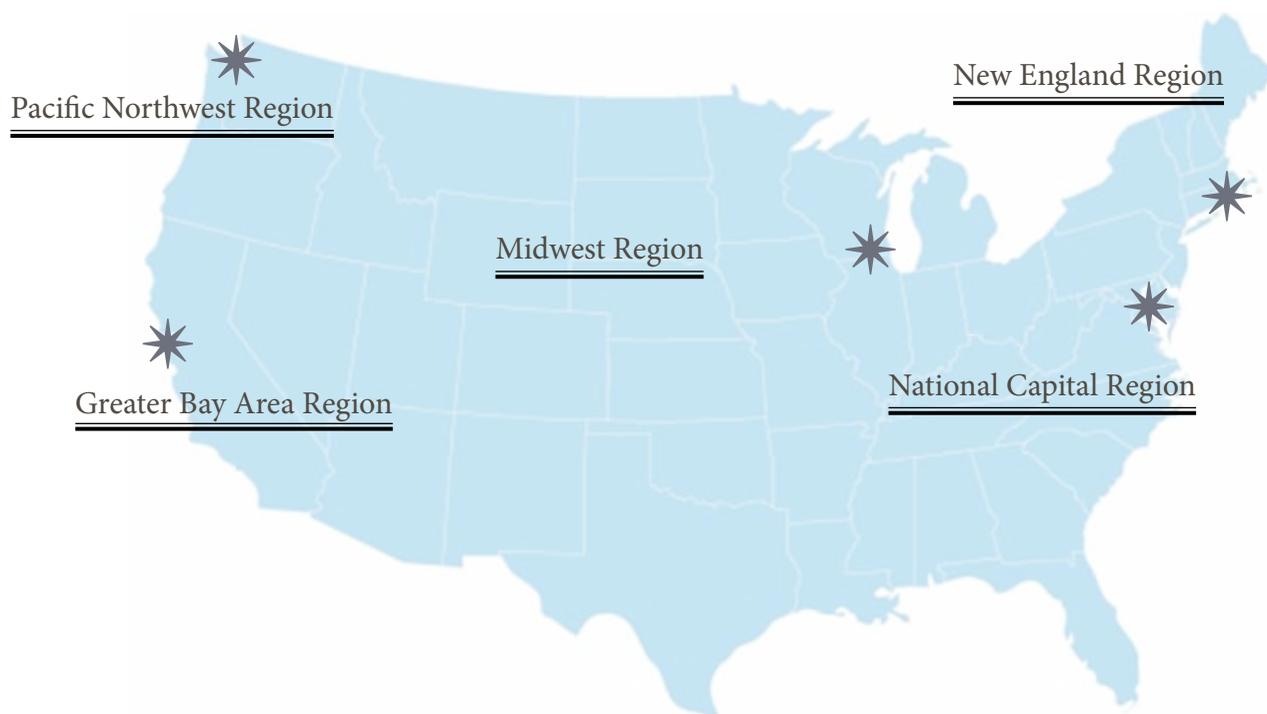
The Alumni Magazine of the Center for Homeland Defense and Security

CHDS Alumni as Homeland Security Educators • Center Expertise Directs Curriculum Development
• FEMA Dedication in Honor of Lacy E. Suiter • Natarajan on White House Security Team •
PELP Paying Off in the Pacific • ELP Session Highlights Public-Private Partnerships • Fiscal
Constraints Highlight Need for Collaboration • General Jacoby Visits NPS, Speaks to CHDS Students
• Rodrigo Nieto-Gomez Receives NPS Outstanding Professor Award • Got Questions? Greta Marlatt
Has Answers • Faculty Feature: Ali Moghaddam • APEX Workshop 2013

Regional Alumni Chapters

There is now a New England Alumni Chapter!

CHDS Regional Alumni Chapters have been established 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 Heather Issvoran at (831) 402-4672.



On the Cover:

Blossoms in Monterey's Friendly Plaza frame historic Colton Hall, site of California's Constitutional Convention in 1849. In September 1850, California was admitted into the Union as the 31st state.

Message from CHDS Director Glen Woodbury

Dear Alumni and Friends,

When we began offering classes 10 years ago, the Naval Postgraduate School Center for Homeland Defense and Security's goal was to instill and nurture critical thinking and policy development skills in order to build a national cadre of homeland security professionals.

We can safely say we have accomplished that, and much more.

Our alumni have not only spread the homeland security message through their professions, they are increasingly sharing the wisdom of CHDS in classrooms around the country. This trend is clearly illustrated in this edition of Watermark with a story on how CHDS graduates are teaching at the college level, often using the insight gained during their courses and research at the Center.

This spring 2013 issue also illustrates the depth and quality of our staff. CHDS faculty member, prolific author and Georgetown University Professor Fathali Moghaddam's new book examines the conditions that enable dictators to assume and maintain power. Moghaddam, or Ali as he is known around campus, analyzes the phenomenon of dictatorship through an entirely different historical and psychological lens.

You will also see other organizations think as highly of our staff and faculty as we do – Rodrigo Nieto-Gomez and librarian Greta Marlatt received awards for their work.

While we are proud of our faculty, it is the students and alumni who are the Center's reason for existence. Six years after earning his master's degree, alumnus Nitin Natarajan is working at the highest levels of the profession as director of the White House National Security Staff, a position he has held since last December.

Students and faculty alike have benefitted from the work of the late Lacy E. Suiter, who was critical to the founding of CHDS. We remember his life and imprint on the emergency management field with a story on a conference room at FEMA headquarters that has been named in his honor.

The spring 2013 issue of Watermark encompasses all that the Center is about: education, security, collaboration. Have a great summer.

Truly Yours,

Glen Woodbury

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Watermark

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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, FEMA, CHDS, the CHDS alumni or faculty, or the U.S. Government.

Spring 2013

Volume Four, Issue One

CHDS Alumni Form Educators Cadre

The multiplier effect.

At its birth, the Center for Homeland Defense and Security at the Naval Postgraduate School sought to capitalize on the so-called multiplier effect: Each fresh graduate would go on to spread the homeland security message and practice to peers throughout the country to develop a cadre of professionals.

More than 10 years later the Center is the catalyst for a different multiplier effect that has emerged as its alumni have gone on to teach homeland security at the college level to thousands of up-and-coming homeland security practitioners.

At least 90 master's degree and Executive Leaders Program graduates, about 8 percent of the total who completed those two programs, are teaching or have taught homeland security courses at 87 different institutions encompassing the associate, bachelor and graduate levels as well as direct training classes.

Alumni who have garnered insight from CHDS professors are taking it into the classroom where Center knowledge is replicated hundreds of times in classrooms in 35 different states. This exponentially expands the homeland security cadre of professionals envisioned by CHDS' founders.

"As the premier and the most closely monitored and evaluated program in the country we are passing on to those faculty members state of the art curriculum in homeland security," Steve Recca, CHDS director of Partnership Programs, observed. "They are sharing best practices with students. They are sharing that wisdom."

The reasons alumni return to the classroom after earning their Center education are multi-fold. CHDS alumni came to the school as rising stars at their agencies and the emphasis on presentations and writing sparks a new passion for some.

Many alumni were already teaching, as can be seen by the



CHDS alumni teaching at Endicott College: Pictured from left to right with the topics they teach: Chris Kluckhuhn, Modern Security Technologies; Thomas Lee, Introduction to Homeland Security; Daniel Florent, Special Topics and Michael Andreas, Critical Infrastructure Protection and Capstone. Peter Gomez also teaches at Endicott, but was unavailable for the photo.

At least 90 master's degree and Executive Leaders Program graduates, about 8 percent of the total who completed those two programs, are teaching or have taught homeland security courses at 85 different institutions encompassing the associate, bachelor and graduate levels as well as direct training classes.

December 2012 graduating class that boasted three doctoral-degreed college professors. It doesn't hurt that the job market for professions related to homeland security remains robust – even as government budgets have dwindled private enterprise jobs in the field are growing – which is funneling both traditional and adult students into higher learning.

"CHDS really lit a fire for me and oriented me back toward academia," said Mike Andreas, director and assistant professor of Homeland Security Studies at Endicott College in Beverly, Mass. "I credit the CHDS program and the people there for the success of my program. What I learned in Monterey is being immediately applied in my program."

And then, there is the sense of duty.

"I believe it is my responsibility to 'give back,' – to share the knowledge and experience I have gained with those who will follow me," noted Bill Metcalf, chief of the North County Fire Protection District in Fallbrook, Calif. "Second, it is incredibly rewarding to have the opportunity to spend time with young, up and coming leaders in the fire service, those who are on the front end of their career."



Chief Bill Metcalf
North County Fire Protection District
Fallbrook, Calif.

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*Bill Metcalf, Chief of the North County Fire Protection District in Fallbrook, Calif
Instructor at Cogswell Polytechnical College
Sunnyvale, Calif.*

This phenomenon of practitioner-to-instructor helps keep the nation more secure and reinforces CHDS' academic stature as the premier homeland security degree. So it is not surprising that Center concepts find their way into college syllabi and that the Center's University and Agency Partnership Initiative (UAPI) is a guiding force in developing curriculum at these schools. Also, the hybrid learning model perfected at CHDS is often utilized as 16 percent of the Center's alumni educators teach classes online.

Bob Nations, an alumnus of the Executive Leaders Program, requires undergraduate and graduate students taking his courses at the University of Memphis in Memphis, Tenn., to take two of the online self-study courses offered by the Center and he also incorporates the Viewpoints videos in which students, alumni and guest speakers discuss their most pressing issues and projects.

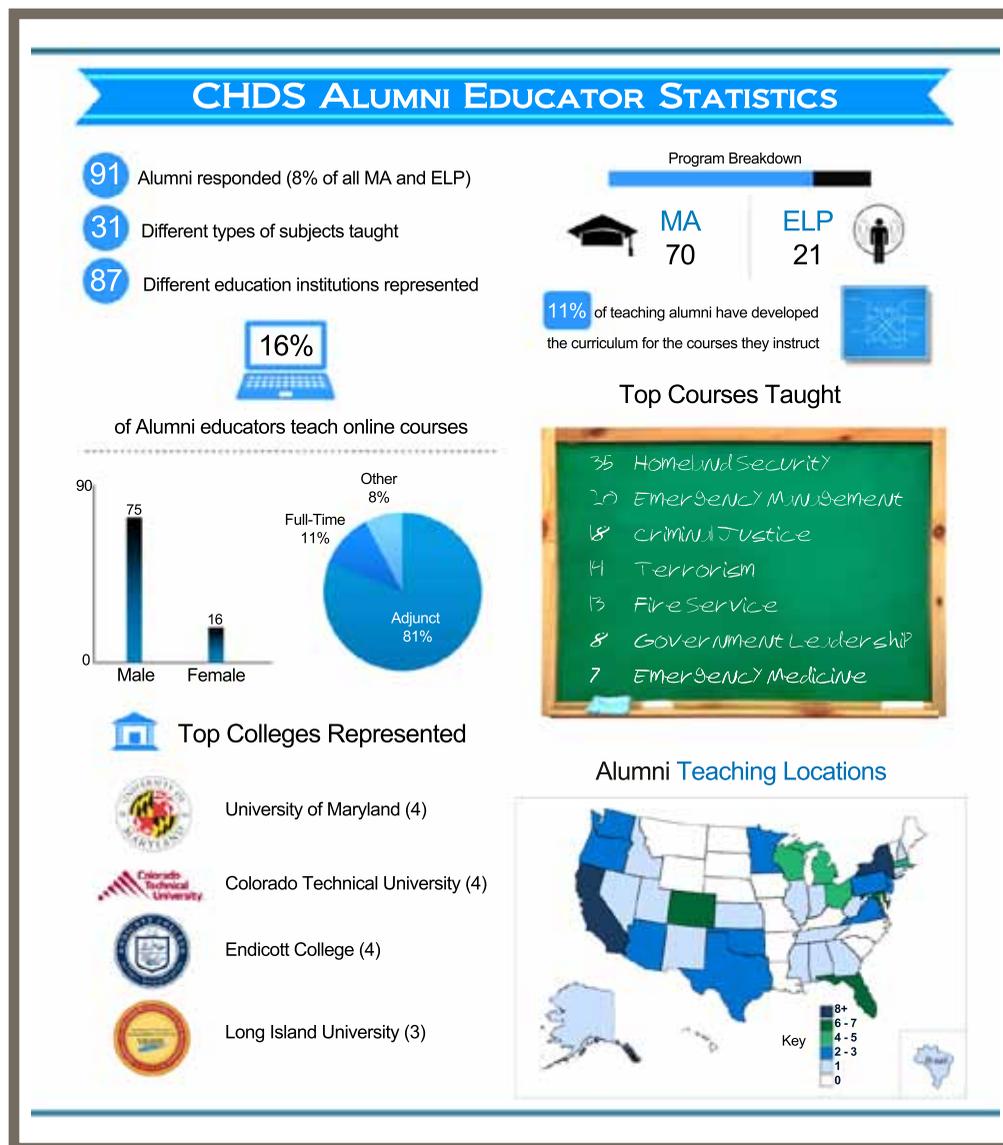
"The CHDS as a resource really enhances the teaching of the subject matter," Nations said.

Andreas observed: "We consider the CHDS program the gold standard of homeland security education so we model ourselves in many ways after the Center."

Sunil Dutta of the Los Angeles Police Department built a terrorism course from the ground up at Colorado Tech in Colorado Springs, Colo., where he works with Recca and CHDS Professor Nadav Morag. Formerly a university level research chemist and biologist, Dutta said he included in his

"We like to have CHDS graduates teaching for us. All instructors are well credentialed practitioners and academics. Because our instructors are CHDS graduates we know they understand the full spectrum of homeland security and can incorporate their education into the broader curriculum."

*Mike Andreas
Director and Assistant Professor
of Homeland Security Studies
Endicott College, Beverly, Mass.*



course an array of concepts from numerous CHDS courses such as Psychology of Terrorism and Comparative Government as well as subjects not normally associated with the issue such as critical infrastructure protection.

"I relied on the entire master's degree program from CHDS," Dutta said. "Hopefully I am opening some eyes for the students. The bottom line is I am trying to give students an understanding of why things happen."

In many cases the alumni are resources themselves. Four schools have multiple CHDS graduates in their teaching ranks: Colorado Tech University, Endicott College, Long Island University and the University of Maryland.

At Endicott College, for example, Andreas has enlisted fellow alums Chris Klukhuhn, Daniel Florent, Peter Gomez and Thomas Lee.

"We like to have CHDS graduates teaching for us," Andreas said. "All instructors are well credentialed practitioners and academics. Because our instructors are CHDS graduates we know they understand the full spectrum of homeland security and can incorporate their education into the broader curriculum."

Please see related story next page >>>

Center Expertise Directs Homeland Security

Curriculum Development

By Kevin Cashen, MA 0501/0502

Too often thanks are not expressed to those who contribute to the development of the homeland security enterprise. I would like to recognize those who unknowingly influenced the development of homeland security undergraduate curriculum for Tiffin University in Tiffin, Ohio, to briefly provide a short compendium of instrumental documents in framing the decisions made regarding undergraduate homeland security curriculum and to promote a number of CHDS alumni and faculty who are involved in the industry of homeland security.

In early 2012 I was tasked with reviewing and recommending undergraduate curriculum changes for Tiffin University's homeland security bachelor's degree program. Being a CHDS graduate evidently qualified me for the task, although I had doubts. The administration strongly recommended demonstrating to the Higher Learning Commission, Tiffin University's accrediting body, that the curriculum was research based. I turned to CHDS, the Dudley Knox Library, the Homeland Security Digital Library and the Homeland Security Affairs journal as well as CHDS colleagues. I also attended a homeland security focus group sponsored by the CHDS University and Agency Partnership Initiative (UAPI) and facilitated by CHDS' Stan Supinski and Steve Recca.

I found research articles on homeland security undergraduate curriculum to be fairly nonexistent outside of the CHDS umbrella. Three academic articles became instrumental in formulating a research-based curriculum: "Development of an Outcomes-Based Undergraduate Curriculum in Homeland Security," by Jim Ramsay, Daniel Cutrer, and Robert Raffel; "The Challenges of Developing a Homeland Security Discipline to Meet Future Threats to the Homeland," by Linda Kiltz; and, "Homeland Security Education: A Way Forward," authored by William Pelfrey Sr. and William Kelley Jr.

Tiffin University's administration decided to focus on providing homeland security enterprise knowledge to undergraduate students while reserving strategic collaboration for Tiffin University's graduate degree in homeland security, which is currently under development. Based on research, UAPI information and CHDS resources, the following courses are the foundation for the undergraduate concentration in homeland security approved by the full faculty for the academic year 2013-14: homeland security overview; concepts of terrorism; critical infrastructure protection; emergency organizations and management; special topics in homeland security counterintelligence/counterterrorism; homeland security and the legal system; introduction to national security studies; covert action and intelligence pro-seminar in national security studies; and the psychology of terrorism.

A fascinating aspect of this project was the constant reminder of CHDS and UAPI influence in homeland security curriculum. It was not unusual to see common documents, authors and influential people associated with CHDS/UAPI. Names frequently encountered were Chris Bellavita, Ellen Gordon, Linda Kiltz, James Ramsey, Stan Supinski and Scott Winegar. Tiffin University updated its undergraduate homeland security curriculum with the strong influence of many people associated with CHDS and UAPI. All of you are making significant contributions to homeland security education.

CHDS Founder Memorialized with Conference Room Bearing His Name

Lacy E. Suiter, a founder of the Center for Homeland Defense and Security, was memorialized in January with a conference room bearing his name at the Federal Emergency Management Agency headquarters in Washington, D.C.

Suiter was the former Executive Associate Director for Response and Recovery at FEMA and left an indelible mark on emergency management as well as the education of the profession during a more than 40-year career before passing away August 8th, 2006. He was the original director of executive education programs at the Center and played a major role in developing it from concept to reality.

"Lacy was a legend not only for his emergency management expertise, but more for how he executed it," said CHDS Director Glen Woodbury. "He always placed people above policy, principle above politics and passion above pettiness. His legacy is carried by the thousands he taught."

FEMA Administrator Craig Fugate, Deputy Administrator Richard Serino (ELP 0601) and former FEMA colleagues joined together to dedicate room 611B as the Lacy E. Suiter Conference Room. Norma Jean Suiter, his wife of 48 years, joined the dedication via teleconference.

"I know Lacy would be pleased that the Center has continued to expand its programs to offer education and credentialing for officials across the country."

Lacy's wife Norma Jean Suiter



A plaque honoring Lacy Suiter, hangs next to the CHDS classroom in Watkins Hall at the Naval Postgraduate School



Associate Administrator for Response and Recovery William (Bill) L. Carwile, III, above left, and Administrator of the Federal Emergency Management Agency (FEMA) W. Craig Fugate participate in the dedication ceremony.

Suiter was legendary in the emergency management field. By January 2001, he had retirement in mind, said Norma Jean Suiter. While he stayed on longer than planned, he retired following the Sept. 11 attacks with the belief that fresh leadership at FEMA would be necessary in the wake of the event. With that, Lacy and Norma Jean headed out in their motor-home to travel the country.

But that life of leisure wouldn't last long as duty came calling.

"As I recall, some weeks later, as we were traveling down the road he received a call asking him about developing a program that could help educate and inform governors and their cabinets related to potential hazards and exposures to possible terrorist attacks," Norma Jean Suiter noted.

The motor-home transformed into a rolling office where Lacy Suiter would develop presentations and criss-cross the country persuading government representatives of the need for an educational program focused on homeland security and emergency management.

"It was because of his credibility as one of the top emergency managers in the country, such respect for his experience, that it opened doors for us to get the Center started," said David O'Keeffe, former CHDS CEO.

Suiter's reputation lent the concept credibility while his decades of hands-on experience ensured the content was as practical as it was academic, O'Keeffe added. Suiter also had the contacts to ensure the early master's degree cohorts included some of the leading professionals in the country.

"Lacy had really been out there working on response and recovery and was able to challenge us on content and quality," O'Keeffe said. "He encouraged us to break with former practices and to create programs that were novel and new and engaged government leaders in ways they weren't use to."

Suiter's career began with the Tennessee Emergency Management Agency, where he worked for more than 30 years and served as director under two gubernatorial administrations of different parties. He was appointed in 1996 by President Bill Clinton to be FEMA executive associate director for Response and Recovery. While at CHDS, he directed graduate-level seminars for the nation's governors, mayors, and other senior officials. He was also a consultant to the U.S. Department of Homeland Security, the Department of Defense and several Washington, D.C., think tanks.

An annual conference was held at CHDS in his name from 2006-2011 and the National Emergency Management Association named an award in his name that annually honors an individual for outstanding contributions in the areas of preparedness, mitigation, response or recovery at the local or national levels.

"Homeland Security education has come a long way from these initial efforts with the establishment of the Center for Homeland Defense and Security, the Master's degree program, Executive Leaders Program, Executive Education Seminars and many other settings and resources that are offered through CHDS," Norma Jean Suiter observed. "I know Lacy would be pleased that the Center has continued to expand its programs to offer education and credentialing for officials across the country."

"Lacy was a legend not only for his emergency management expertise, but more for how he executed it. He always placed people above policy, principle above politics and passion above pettiness. His legacy is carried by the thousands he taught."

CHDS Director Glen Woodbury

In the White House: Natarajan Has Front Row Seat to History On White House Security Staff



The West Colonnade of the White House

As the nation was gripped by the competing tragedies of the Boston Marathon bombings and an industrial explosion at a West, Texas, plant in April, Nitin Natarajan was hunkered down in the White House providing the administration situational awareness.

“My job is getting a sense of what is happening on the ground and across the federal government,” noted Natarajan. “There is information coming into the White House from the Department of Justice, Health and Human Services, Department of Homeland Security and a myriad of other federal departments and agencies involved in the responses. We help pull that information together and brief from a policy perspective about what the White House would want to know and identify areas in which the federal government may be able to provide assistance.”

Natarajan, a 2007 graduate of the Center for Homeland Defense and Security, has served as a director on the White House National Security Staff since December 2012.

After holding an array of roles at the local and state levels as well as at the U.S. Department of Health and Human Services, Natarajan now has a front-row seat to history in the making.

The team is responsible for a variety of preparedness and response policy functions and also for processing requests from governors for state of emergency declarations which are necessary in order to receive federal assistance following a disaster.

Perhaps his most pressing daily endeavor is promoting implementation of Presidential Policy Directive 21 that is aimed at critical infrastructure security and resilience and Executive Order 13636 which addresses cyber-security.

“The day to day job is overseeing interagency implementation of that,” he said. “My job is to paint what a picture of success looks like and ensure the departments are meeting the president’s vision.”

While traditionally the National Security Staff works behind the scenes and serves as the conveners of meetings at the White House,

Natarajan’s role affords him time working outside the office and meeting with departments charged with implementing presidential policy in addition to state, local, tribal, territorial and private sector partners also engaged on these efforts.

“I’m out of the office two to three days a week and extremely involved in implementation of directives, which is unusual,” he observed. “Usually the directives go to the department heads and the White House doesn’t re-engage until key milestones are due or for periodic reviews. We are being very active to make sure we do it well and do it right.”

And the critical infrastructure realm requires meeting with diverse industries from energy to health care to defense.

“That allows me to learn more about their industries and their challenges,” he said. “We can’t solve everything but we can identify interdependencies.”

Another endeavor he works on is information sharing, one of the most challenging aspects of the homeland security enterprise. As a former paramedic, he knows well the value of information on the ground. At the same time, he realizes the obstacles and trust issues associated with sharing information. “We haven’t found that systemic method to implement a safe timely information-sharing program that gets the people the information they need to make more informed decisions,” Natarajan said.

“My job is to paint what a picture of success looks like and ensure the departments are meeting the president’s vision.”

*Nitin Natarajan
Director on the White House National Security Staff*

Natarajan began his career as a first responder and graduated from the State University of New York. He later worked in a range of healthcare and public health related functions, including as an administrator in a metropolitan hospital in New York and as bioterrorism coordinator for the District of Columbia.

His CHDS education has enabled him to grasp issues from a more analytical perspective, he said, and the contacts made through the alumni network are invaluable.

“The analytical approach and just the ability to analyze things in a different a perspective was helpful,” he said.



Read Natarajan’s award winning thesis “National Imperative to Establish a Domestic Medical Intelligence Center”:
www.hsdl.org/?abstract&did=479336

PELP Paying Off in the Pacific

With alumni numbering 60 the Center for Homeland Security Pacific Executive Leaders Program (PELP) is achieving its aim of expanding the knowledge base of senior leaders and building a network of professionals who are applying that learning, said the program's director, David Fukutomi.

Twenty-one practitioners from Hawaii and the Pacific Island territories participated in the third iteration of the Pacific Executive Leaders Program conducted March 11-15 in Hilo, Hawaii. The PELP is conducted by the Naval Postgraduate School Center for Homeland Defense and Security and is based on the 6-year-old Executive Leaders Program that provides graduate education to senior leaders from the public and private sector.

Guest speakers included retired FEMA Deputy Administrator William Carwile, Dr. Tai Chen of the Centers for Disease Control, Tom Bossert, deputy homeland security advisor during the Bush administration and New York Fire Department Deputy Chief Joe Pfeifer, a CHDS master's degree alumnus.

Topics included common homeland security topics such as terrorism, public health threats, crisis communications while also addressing issues particular to the Pacific Region such as shipping and natural disasters. Much of the class time, though, was devoted to interactive conversations on leadership, community resilience and lessons learned from recent catastrophic events.

"We've had many of the alumni cite experiences of how they applied the information and lessons learned into their day-to-day jobs," said David Fukutomi, program director. "Individuals have enhanced their career path; they partially attribute it to participating in the PELP"

Marvin Seman, special assistant with the Commonwealth of the Mariana Islands Homeland Security Department, credits the PELP with reinforcing his professional experience. During the week, territorial Gov. Eloy Inos signed a bill backed by Seman that combined the territory's homeland security and emergency management offices.

"I'm going back to a new department," said Seman, who also participated in the pilot PELP in 2011. "I got a strong foundation the last time around at the Pacific Executive Leaders Program. Now the walls are going up."

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Shipping and natural disasters are issues of particular homeland security concern in the Pacific region

"For private industry, these are the people we need during a major incident. To cold call them when an incident is occurring won't work. This course has been extremely helpful.

*Eric Kaler
Security Director for Hawaiian Airlines*

“To have those broad discussions will improve collaboration throughout the Pacific Region. We have to rely on one another.”

*Florenda “Dede” Figueira
Deputy Division Chief, Antiterrorism/CIP (AT/CIP)
U.S. Pacific Command*

The mix of students discussing pertinent issues was beneficial, said Pedro Leon Guerrero Jr. homeland security advisor with Guam Homeland Security/Office of Civil Defense.

“What I liked was looking at things from a more strategic perspective,” Guerrero said. “Not every problem has a single answer. We need to collaborate with other agencies. Out of this I think I will be a more effective homeland security advisor.”

For Florenda “Dede” Figueira, deputy division chief of Antiterrorism/Critical Infrastructure Protection (AT/CIP) with the U.S. Pacific Command, the group discussions interspersed throughout the week spotlighted the critical importance of collaboration with her local, state and territorial counterparts.

“To have those broad discussions will improve collaboration throughout the Pacific Region,” Figueira said. “We have to rely on one another.”

Eric Kaler, security director for Hawaiian Airlines, said networking with public-sector partners is strategically beneficial in planning prior to an unexpected catastrophe.

“For private industry, these are the people we need during a major incident,” Kaler observed. “To cold call them when an incident is occurring won’t work. This course has been extremely helpful.”

The inaugural PELP was conducted as a pilot program in August 2011 with the aim of customizing the Center’s Executive Leaders Program (ELP) for the Pacific region, an area with unique homeland security concerns. The ELP and PELP bring public and private sector senior level leaders together for a graduate-level education forum. The second iteration was conducted in February 2013 and CHDS staff seeks to build upon each session to continuously improve content.

“We recognize certain aspects of life and culture in the Pacific and how they govern and work together effectively,” Fukutomi said. “We tried to build on that, provide information on threats to the Pacific but also how mainland and international events impact life in the Pacific region.”



PELP in action in Hilo, Hawaii

ELP Session Highlights Public-Private Partnerships



The panel included clockwise from upper left: Robert Smith, Jeanie Moore, Mark Cooper, Jim Williams, and Ira Tannenbaum

Three executives of companies known for resilience and logistics joined two government emergency management professionals at the Center for Homeland Defense and Security (CHDS) Executive Leaders Program (ELP) in February to discuss coordination between the public and private sectors in disaster preparedness, response and recovery.

The panel included: Mark Cooper, senior director Emergency Management at Wal-Mart Stores Inc., and ELP alumnus; Jeanie Moore, acting director, Private Sector Division, Office of External Affairs, FEMA, and a current student in the master’s degree program; Robert Smith, vice president of transportation security at UPS Inc.; Ira Tannenbaum, director of Public/Private Initiatives with the New York City Office of Emergency Management; and Jim Williams, manager of Emergency Preparedness and Response with Walgreens Co.

Incorporating businesses and non-profits into community-wide disaster preparedness has been long discussed and is equally necessary and challenging.

The benefit many companies bring is nimble operation and response that can complement government disaster response whether it be providing water, prescription drugs and other supplies or finding ways to transport them to disaster sites.

Resilience is critical to business continuity, but there is also a desire on the part of some corporations to be good corporate citizens.

“Our sense of community is what drives our response,” Williams said.

The 90-minute discussion offered examples of success stories as

“The bottom line is as good corporate citizens Wal-Mart and other companies owe it to our customers, owe it to the United States, to do all we can for preparedness and response.”

*Mark Cooper
Senior Director Emergency Management, Wal-Mart Stores, Inc.*

well as barriers and challenges to private sector participation in disaster response and recovery.

In New York, business representatives, typically selected from industry associations, participate in a business emergency operations center. This allows the city's more than 200,000 businesses to have coordinate response and share information.

“We have chosen to work with umbrella groups,” Tannenbaum said. “We can answer a question once to the whole group. It works both ways. They serve as a conduit of information for us. We see the private sector as a large force multiplier to help us get our message out.”

Trust is an essential ingredient in public-private sector coordination, Tannenbaum noted.

The Federal Emergency Management Agency established its Private Sector Division in 2007 with the intention of facilitating greater private sector involvement and coordination in planning and response, said Jeannie Moore, Senior Advisor with the Division. One example is the establishment of a National Business Emergency Operations Center.

Moore cited themes she sees necessary to successful partnerships. Among them: diverse range partners serving the ‘whole community,’ a dedicated contact point for private sector organizations and fostering information-sharing through technology.

On a local level, UPS participates in the Louisville Executive Crisis Group comprising businesses along with local, federal and state agencies. The group meets regularly for tabletop exercises to determine each entity's capabilities and build relationships in the process.

For retail chains such as Wal-Mart and Walgreens, preparation begins at home.

Among Wal-Mart's efforts has been a general preparedness campaign so its 2.1 million employees are better able to work after a disaster. The ubiquitous chain also utilizes its in-store message boards alerting shoppers to buy supplies when a storm is on the way and referring them to FEMA's preparedness website. Likewise, during Superstorm Sandy Walgreens established fueling stations so its employees would be able to drive to work.

“The bottom line is as good corporate citizens Wal-Mart and other companies owe it to our customers, owe it to the United States, to do all we can for preparedness and response,” Cooper said.

Fiscal Constraints Highlight Need for Collaboration

The most significant homeland security threat to the United States is hiding in plain sight: the ongoing fiscal crisis.

That was a shared message from two guest speakers at the Naval Postgraduate School Center for Homeland Defense and Security Jan. 30. Retired Vice Admiral and former Coast Guard Vice Commandant David Pekoske and retired FBI Special Agent Michael Rolince brought their decades of homeland security expertise to the CHDS Multi-Discipline Approaches to Homeland Security course.

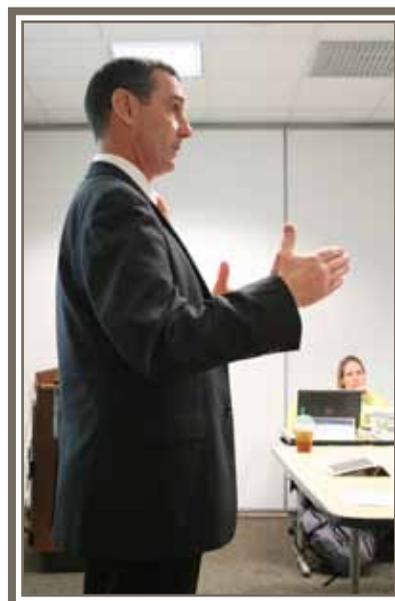
A recurring theme from both presentations was that the ongoing fiscal debate in Washington, D.C., is a homeland security concern. The accompanying funding downturn will likely curb resources such as staffing and equipment.

“One of the biggest threats we face, and probably the most immediate, is the overall health of our economy and the fiscal impact on government budgets,” said Pekoske, currently the national security group president at A-T Solutions. “We may have to scale back significantly on programs because our economy is not vibrant and government budgets are declining. That will, by necessity, impact important programs with respect to defense, homeland security, and public safety due to less government and private sector investment.”

Rolince, a 31-year FBI veteran agreed, adding the fiscal climate will prompt much-needed tough decision-making.

“I believe we can spend a lot smarter while we put more thought into the decisions we make,” said Rolince, now a senior associate with the consulting firm, Booz Allen Hamilton. “If we don't get an

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Pekoske speaks to CA1201/1202

adequate return on investment in a time frame we believe is practical, we should stop spending in that direction."

After more than a decade of government infusion of cash and resources into varied aspects of the homeland security enterprise, the time has come to filter, if not eliminate the ineffective and disproportionately costly programs. Some moneys have been spent poorly, Rolince said.

An example, he said, would be the National Security Entry-Exit Registration. The system was ill-conceived and actually undercut the relationship-building many agencies were seeking with certain communities. It was later shut down and replaced with a biometric based system. Additionally, myriad duplicative databases, platforms and initiatives centered on technical solutions have been developed. What has worked, Rolince added, has been the continuing emphasis on information sharing across agencies at all levels of government, as well as an increased emphasis on agencies exchanging personnel.

"Rather than viewing this financial situation as purely a crisis I would encourage leaders at all levels to look at this as an opportunity to reset."

Admiral (Ret) Dave Pecoske



Members of cohort 1201/1202 chat with retired Vice Admiral David Pecoske and retired FBI Special Agent Mike Rolince. L-R, Margaret Muhr, Pecoske, Rolince, William Dwyer, and Stacy Gerlich.

"Going forward, the focus should be on collaboration, integration and enhanced effectiveness and efficiency, particularly given the reduced level of funding that will be available to maintain our strength, while simultaneously ensuring our security," Rolince said.

The keystone of information sharing is interagency and government-private sector cooperation. This is essential for effective and efficient public safety and security programs, Pecoske said, while also meeting the challenges of two other looming homeland security challenges – cyber-security and violent homegrown extremism.

Collaboration requires each partner to find common ground and each party receive some benefit. Moreover, Pecoske urged decision makers to use the financial challenge as an occasion to revamp long-held traditional thinking.

"Going forward, the focus should be on collaboration, integration and enhanced effectiveness and efficiency, particularly given the reduced level of funding that will be available to maintain our strength, while simultaneously ensuring our security."

Retired FBI Special Agent Mike Rolince

A reading assignment for the course was "Collaborate or Perish!: Reaching Across Boundaries in a Networked World," co-authored by former Los Angeles and New York police chief William Bratton and Zachary Tumin.

"Rather than viewing this financial situation as purely a crisis I would encourage leaders at all levels to look at this as an opportunity to reset," Pecoske said. "We need to ensure we invest in those programs that achieve the best outcomes and eliminate or reduce those that contribute less. If you miss this opportunity you may not get it again. You'll be in the position of making incremental change and often incremental change, while improving outcomes on the margin, doesn't result in large-scale improvement or achievement of a grander vision and is often more costly. You should be able to look back in a couple of years and say, 'this happened, and this is how much farther along we are because of the actions we took when the opportunity was available.'"

Battle-tested military intelligence analysts are returning from Afghanistan and Iraq, Rolince noted, and will provide a deep talent pool in that field.

"Hopefully, the government will be able to take advantage of that talent," Rolince said. "But it will create tremendous pressure within the system because there just aren't going to be as many jobs as there will be applicants, particularly in regard to certain specialized National Security related positions. Simultaneously, an upside for managers and leaders will be the opportunity to build teams comprised of seasoned individuals who bring years of relevant experience, and who can train and mentor those who arrive new to the work force."

CHDS professor Kathleen Kiernan said students need to understand the importance of collaboration, especially with strained finances.

"This is about teams." Kiernan said "It really means we cannot be competitive against these threats absent a coherent whole government and whole of communities approach.

See Viewpoints Videos pertaining to this story:

Pecoske Viewpoints: "Taking the 'Long View'"

<http://www.chds.us/?player&id=2955>

Rolince Viewpoints: "The 'Whole of Country Approach to Countering Violent Extremism'"

<http://www.chds.us/?player&id=2954>

General Jacoby Visits NPS Campus, Speaks to CHDS Students

By Kenneth A. Stewart, Naval Postgraduate School



Army Gen. Charles H. Jacoby Jr., discusses homeland security, collaboration and education with CHDS cohort 1201/1202.

Photo: Javier Chagoya

Army Gen. Charles H. Jacoby Jr., Commander of the North American Aerospace Defense Command and U.S. Northern Command, visited the Naval Postgraduate School, Jan 31.

Jacoby spent much of his visit with students and faculty in the university's Center for Homeland Defense and Security, and expressed his initial impressions of the students, and on education as a whole, during a gathering with the group near the end of his visit.

"This is a great group to have sitting together as a team," he said. "I am a big believer that if we are down to our last dollar, we should spend it on education."

In partnership with Canada, NORAD conducts aerospace warning, aerospace control and maritime warning in defense of North America. Jacoby's visit to NPS, however, was more directly connected to his role as USNORTHCOM's chief.

USNORTHCOM was established Oct. 1, 2002 to provide command and control of Department of Defense homeland defense efforts and to coordinate defense support of civil authorities.

CHDS' eclectic student population is a diverse mix of professionals and first responders at local, state and federal levels, and Jacoby recognized the value added by the many perspectives addressing homeland security's challenges.

"I am very happy that we have this talented group from their respective agencies thinking, collaborating and working together here on homeland security," said Jacoby.

"We are like a petri dish where different stakeholders can conduct research and grow solutions to our nation's most pressing homeland security issues," added CHDS Executive Director Dr. Ted Lewis.

CHDS has been working with USNORTHCOM to provide advanced education to civilian and active duty officers from the command for the last 11 years. Over that span, 29 USNORTHCOM students have graduated from NPS with advanced degrees.

The command, however, has been challenged in recent years to dedicate personnel to the program, one of the reasons Jacoby himself wanted to explore the center. By the end of his visit, he expressed a recommitment to filling his available seats.

In addition to meeting with students and faculty at CHDS, Jacoby met with NPS leadership and received briefings on cutting-edge research and technology programs at the university.

The California Air National Guard's 129th Rescue Wing Vice Commander Col. Jeffrey Magram briefed Jacoby on the Global Information Network Architecture, or GINA. Magram calls GINA a "leap-ahead technology" that promises to connect previously stove-piped systems and allow rescuers to communicate and consolidate information during an attack upon the homeland or a natural disaster.

Magram shared lessons learned from a recent deployment during Hurricane Sandy and lauded NPS efforts to create innovative solutions for civil service and Guard personnel.

"There is no other institution where we can take our systems and team them up with academics and walk the program down to the user level to the benefit of the warfighter," said Magram.

Jacoby also toured NPS' Common Operational Research Environment Laboratory where he met with students and faculty working together to illuminate criminal and insurgent networks.

In closing, Jacoby expressed a positive review of his time spent on campus, and was committed to continuing the dialogue.

"I hope we will continue to work together," said Jacoby. "Everything that you are doing here is important to us. I have about a million questions for you, and I look forward to continuing this dialogue."

"I am a big believer that if we are down to our last dollar, we should spend it on education."

*Army Gen. Charles H. Jacoby Jr.
Commander of the North American Aerospace Defense
Command and U.S. Northern Command*

Rodrigo Nieto-Gomez Earns NPS Outstanding Professor Award

Science fiction and strategic planning have a lot in common, says Naval Postgraduate School Professor Rodrigo Nieto-Gomez.

"Good science fiction casts a light upon ourselves," Nieto-Gomez said while taking a break at Watkins Hall. "You modify a variable in society and see how people react to that variable. It's a new way of asking old questions. Planning is all about thinking into the future. Asking the 'what if...?' question multiple times."

His presentations on everything from cyber to border security are interspersed with allusions to future-thinking themes.

Infusing pop culture into academics is a classroom trademark for Nieto-Gomez, who earned the Naval Postgraduate School 2013 Lieutenant Commander David L. Williams Outstanding Professor Award at the Winter Quarter Awards Ceremony in March. The award is named in honor of Lieutenant Commander Williams, a Naval Postgraduate School alumnus who was killed in the September 11, 2001, attack on the Pentagon.

Nieto-Gomez began teaching at NPS and the Center for Homeland Defense and Security (CHDS) in 2007. At CHDS, he has taught Special Topics in American Government for Homeland Security as well as Strategic Planning and Budgeting for Homeland Security. Before entering academia he was an attorney specializing in legal issues relating to the North American Free Trade Agreement. The legal professional experience placed him on a unique perch to view security through a post-9/11 lens. Among his specialties is the evolving nature of border security. While the border may remain static, the policy influences swirling around it are dynamic. Mexican President Enrique Pena, elected in 2012, has shifted the focus of Mexican-U.S. relations away from defusing violent drug gangs to emphasizing economic ties between the two nations. Nieto-Gomez suggests policy makers should view immigration similarly to how they see the movement of capital and goods, similar to how the Federal Reserve monitors currency flow.

"Humans move like capital but we don't have anyone thinking systemically about the flow of people," he said. "We're the most migratory species on earth."

While teaching border security issues he tells students to analyze any border on earth, while providing a theoretical framework of analysis. And, when teaching topics such as drug gangs, violence or immigration he pushes students to take the perspectives of all sides.

"How we deal with 'us versus them' is as essential to border security as the infrastructure," he noted.

True to the CHDS classroom approach, Nieto-Gomez prefers interaction to lecture. He refers to himself as a classroom "hacker," taking the system and manipulating it for an intended result.

"I think of myself as a learning-space architect," he said. "As a professor you create the learning space and shape in different ways. I don't see myself as the only vehicle for learning in my class. In a good classroom we all learn from each other."

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.

While pleased to be honored among his peers, Nieto-Gomez said his true measure of success is the student experience.

Asked about the award, he quipped: "I guess all the other candidates were furloughed."

"I think of myself as a learning-space architect. As a professor you create the learning space and shape in different ways. I don't see myself as the only vehicle for learning in my class. In a good classroom we all learn from each other."

*Rodrigo Nieto Gomez
CHDS Award Winning Faculty Member*



*Professor Rodrigo Nieto-Gomez receives the 2013 Lieutenant Commander David L. Williams Outstanding Professor Award from Merill Ruck of the NPS Foundation
Photo: Javier Chagoya*

Got Questions? Greta Marlatt Has Answers.

By Deborah Rantz

Though the 4X4 GEM license plate on her sporty red truck references Greta E. Marlatt's vehicle and her initials, many people believe it should read 24X7 GEM.

Always available, extremely knowledgeable, and chosen from 1,500 nominees as one of ten winners of the 2012 I Love My Librarian Award from the Carnegie Corporation, New York Times and American Library Association, Greta understands the challenges CHDS students face when enrolled in a hybrid education program while living and working across the nation and in multiple time zones. As content manager for the HSDL, a member of the editorial board for CHDS' Homeland Security Affairs journal and the go-to person for research and chocolate, Watermark decided it was time to study a favorite CHDS resource, Greta Marlatt.

How did you find out you had won the I Love My Librarian Award?

I was at home recovering from knee surgery and having a big pain day when I received the phone call from the American Library Association notifying me I had won. My day immediately got much better.

What is it about this honor that means the most to you?

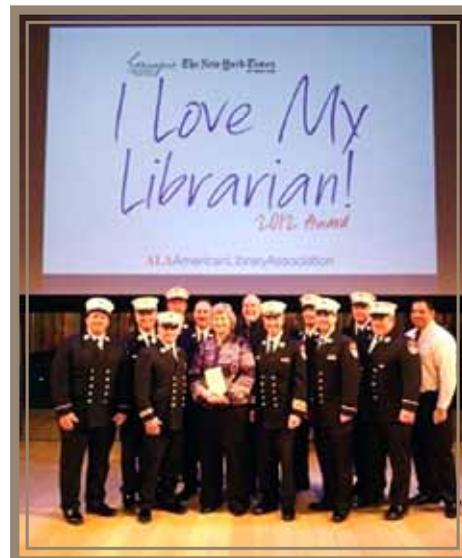
The people I serve nominated me. That really means a lot.

When and how did you begin your work with CHDS?

I was there from the beginning, at the discussions regarding creating the Center. I was in some of the initial meetings with Lacy Suiter, Darrell Darnell, Vince Cable, Paul Stockton and others. Paul felt the Center needed to have what is now the Homeland Security Digital Library (HSDL) and I became the content manager for the HSDL as well as the reference librarian supporting the faculty and students in addition to being the Outreach and Collection Development Manager and a reference librarian for the Naval Postgraduate School's Dudley Knox Library.

How have you seen the homeland security discipline change in the past 10 years?

We always knew the world was full of threats, but 9/11 crystallized the need to identify and plan how to prevent those threats from being implemented. The Department of Homeland Security is now one of 15 departments in the Executive Branch and the attention given to homeland security has made us aware of the risks we face. We all know another attack will happen and we are more willing to be inconvenienced to do what we can to protect ourselves and our nation. We understand the reasons behind screening at airports and the need to be on alert for everything from ricin in the mail to cyber-threats to IEDs (Improvised Explosive Devices). When CHDS was stood up homeland security education was new. The growth in the number of classes and programs in the discipline has dramatically expanded in order to educate homeland security students and



CHDS alumni from the greater New York City area showed their support for Greta by attending the I Love My Librarian award ceremony at the New York Times Center on December 19th in New York City. Seeing so many fire service professionals surrounding Greta prompted one person to ask another if Greta was O.K., thinking she was having a medical emergency.

professionals to understand and take action against the risks and challenges we face.

How do you decide what information to include in the HSDL to keep the content relevant?

I take my lead from working with the students and faculty. When they start asking questions about topics we haven't covered or haven't covered well in the HSDL, I start searching for resources.

What is your favorite part of your work with the Center?

Working with the students and faculty. I worked full time and commuted during the time I completed both my master's degrees, so I understand some of the hardships our students face while working on their degrees as they work full-time in significant jobs and try to juggle family time. Any help I can give them is my small way of giving back to them. I also appreciate that CHDS students' theses solve real-time problems and make a difference. Completing a thesis is more than a program requirement, it's a solution to a challenge they face in their work.

Favorite CHDS story?

A student came into my office at wit's end. He was ready to quit the program. I spent about an hour with him, encouraging him and trying to help him find ways to approach his work in manageable chunks as well as talking through the right research tools and strategies. When we were done, he said thank you, left my office and then I didn't see him again until the cohort dinner the night before graduation. He gave me a big hug and told me the time I spent with him showed him he could complete the program and do a thesis. I had no idea our conversation could make that kind of difference. I see the time I took with him as a way to pay it forward, and when given the chance to do the same, he will too.

Continued next page >>>

Favorite book in your personal library?

The one book that means the most to me is my great grandfather's Bible. It was given to me by my father, handed down from his father to him, so I am the fourth generation to have it. Another favorite in my library also has a family connection. I have a collection of old and new books on President Abraham Lincoln. My great grandmother was a cousin of Nancy Hanks Lincoln, Lincoln's mother, and some of the books are from my grandmother's collection.

Favorite pastime when you are away from work – or rather when

you aren't officially at work because we all know you are always on call.

Golf. I love to hit that driver. I might not hit the ball far but it is all about making forward progress.

Follow Greta's blog:

<http://gretaslinks.blogspot.com/>

Read about Greta's I Love My Librarian Award:

<http://www.ilovelibraries.org/lovelylibrarian/2012/12winners>

New Moghaddam Book Recasts Traditional Views of Dictatorships

While Fathali Moghaddam had all the academic research credentials needed to write his latest book, there was another especially important trait reinforcing his insight.

His new work the "Psychology of Dictatorship", published by American Psychological Association Press, draws upon research across decades and nations while also drawing upon Moghaddam's own experience as an Iranian native who witnessed the 1979 Islamic revolution first-hand.

"I have had the unfortunate experience of living in a dictatorship," he said during a recent phone interview. "I strongly feel research is important but so is personal experience, especially in areas like this. We cannot just sit in democracies and write about dictatorships."

The book, his fifth on terrorism and psychology since 2006, seeks to modernize what Moghaddam believes are outdated perceptions of dictatorships. Historically, works on the topic have focused on the personality of the dictator with a plethora of study on the traits of the likes of Mao, Hitler and Stalin. Moghaddam takes a different tack, examining the populace as well as the social and economic factors that facilitate totalitarian rule, a concept he labels the "springboard" model of dictatorships.

"The assumption has been that by studying the personality of the dictator we can understand why dictatorships come about. I believe this is completely wrong," Moghaddam observed. "What I do is I stand this on its head."

The book further examines what facilitates a dictator's path to power, how that control is sustained and the lessons Western democracies can learn.

He posits that from a psychological perspective every human group has potential tyrants – pointing to everyday work and family life as examples – but what prevents



Dr. Fathali Moghaddam

individuals from becoming tyrannical is the situation around them.

"The key is to understand the springboard, how does it come into place," he said. "Once it comes into place it enables dictators to spring to power."

More than 35 years ago he was able to witness that dynamic in his home country. During the early days after the Shah of Iran society briefly enjoyed a taste of the freedoms it craved. However, conservative mullahs pounced on a common dictatorial 'springboard' to seizing political power: capitalizing on a crisis. In this case it was the takeover of the U.S. Embassy in Tehran and the taking of more than 400 hostages.

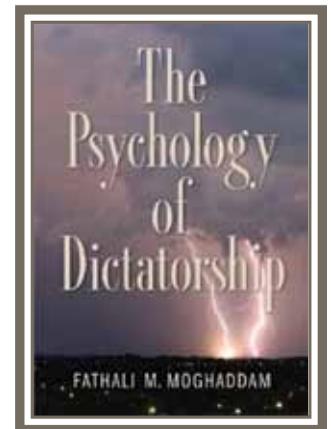
Much as Hitler did with the Reichstag fire of 1933 or Castro did in the wake of the Bay of Pigs invasion in 1961, the Ayatollah Khomeini used the 1979 hostage crisis to consolidate power. Anyone disagreeing was seen as a stooge of the United States and Israel.

"Instantly, more liberal groups were ostracized," Moghaddam said. "They were hounded out of politics. You find this again and again. Crises are used to clamp down on freedoms."

The common result is that another form of dictatorial rule replaces another. In the case of Iran, Moghaddam observed the crown was simply replaced by the turban.

In delving into how such regimes sustain power, Moghaddam further pushes back against traditional Cold War wisdom on the topic. Particularly, he rejects the notion that a subjected population has been easily fooled by ideology as has been asserted by many Western academics for decades.

Certainly, ideology plays an important role in that it keeps the power elite in step with the dictator, as may be seen in Saudi Arabia. However, ideology is not what contains the masses, he asserts. Based on travel and field research in many different dictatorships, including the largest ones China and the former Soviet Union, Moghaddam said even illiterate residents understand



they are living in corruptly closed societies and they are not swayed by the prevailing political ideology.

“They know if they speak up they will get in trouble, not only them but their families,” he said. “Ideology doesn’t keep them down, what keeps them down is guns at their heads.”

Such terrorization of the population, sometimes in a random fashion, is yet another characteristic of classical dictatorship, he added.

Moghaddam finds ways to repulse and diffuse dictatorships in assessing the ‘springboards’ that bring them to power. Established regimes fall when the unity of the power elite is disrupted. That was the case in the former Soviet Union during the late 1980s and can be seen again in the case of Syria where a significant portion of the power structure has defected from the Assad regime.

Though those scenarios may seem politically remote to people in Western democracies, there is reason for vigilance. In the author’s view, there are neither 100 percent “pure” democracies nor pure dictatorships, but degrees between of each in a continuum. As an example, while modern day viewers of history may see ancient Greece as primitive for only allowing male property owners to vote, Moghaddam notes that in the United States universal voting privileges have only genuinely been afforded since the 1964 Civil Rights Act.

“All societies started as dictatorships,” he asserted. “Some have progressed toward democracies, but they are not fully democratic. The U.S. has really only had what we in the 21st century call democracy for 40 years. African Americans and other minorities were excluded. Western societies need to be aware of where they need to make reforms. There is still a lot of progress that needs to be made.”

“They know if they speak up they will get in trouble, not only them but their families. Ideology doesn’t keep them down, what keeps them down is guns at their heads.”

Moghaddam on dictatorship

An area of concern to him in the United States is a disengaged citizenry with low voter turnout. Moreover, the capstone of the American Dream, social mobility, has been on the decline for the past few decades. These are the kind of ingredients that can comprise a rise of dictatorial power.

At the same time, there are components of the American system that institutionally hinder oppressive tendencies, he added.

“The balance of power between executive, legislative and judicial branches - I see this as one of the works of genius in the Constitution,” he said. “Some people complain about gridlock. From my perspective gridlock is excellent because it prevents power monopoly.”

Iran Elections Meaningless, Moghaddam Says

Though upcoming Iranian presidential elections have the sheen of democracy, the vote will be little more than just that – a front, says Fathali Moghaddam of the Center for Homeland Defense and Security faculty.

As Watermark went to press, the election was scheduled for June 2013 and a final list of candidates was being crafted by the nation’s Guardian Council, who approves who rejects presidential hopefuls. The election will decide who succeeds Mahmoud Ahmadinejad, president since 2005 who has unsettled Western leaders with Iran’s nuclear program.

“Iran is an example of a country that I label a democratic dictatorship. This is a country that uses the symbols and face of democracy but is anything but democratic. It is dictatorship with a democratic front.”

Fathali Moghaddam

News accounts in recent weeks have said conservatives aligned with Ayatollah Ali Khamenei are seeking a candidate around whom they can coalesce. Two would-be candidates considered to be an alternative to hard-liners were disqualified by the Guardian Council in May: former President Ali Akbar Hashemi Rafsanjani and Ahmadinejad protégé Esfandiar Rahim Mashaei.

Yet, all those trappings of a genuinely democratic political campaign are meaningless, Moghaddam says.

“Iran is an example of a country that I label a democratic dictatorship,” he said. “This is a country that uses the symbols and face of democracy but is anything but democratic. It is dictatorship with a democratic front.”

Rather, the elections are more of a contest for power within the country’s political elite, similar to China.

“Iran is going through power struggles among different factions of the dictatorship,” he added. “It is a show put on where the people are compelled to participate but their votes do not count as the election demonstrated.”

What renders the vote hollow is that the Iranian Constitution stipulates that the supreme leader is the final word on any matter including the right to select the president if he chooses. All candidates are vetted by the Guardian Council.

“This demonstrates the lack of usefulness, or lack of validity, of the rule of law,” Moghaddam states. “When the law supports dictatorship the rule of law does not get you very far. You have to reform the law before you get progress.”

Class Notes

Alumni

MA 0302/0303

Jankowski Public Safety Director in Connecticut

Thaddeus "Ted" Jankowski has been named Public Safety Director in Stamford, Connecticut, after a 23-year career with the New York City Fire Department.

MA 0501/0502

Raynis Promoted at FDNY

Stephen Raynis was promoted to chief with the New York City Fire Department during a ceremony Feb. 14. Raynis has been with the FDNY for 31 years.



MA 0601/0602

Robertson Accepts New Position at DISA

Jeffrey Robertson accepted the position as Executive Officer to the Director, Defense Information Systems Agency (DISA).

MA 0603/0604

Kluckhuhn Named Liaison Officer with Coast Guard

Chris Kluckhuhn has rejoined the U.S. Coast Guard as Emergency Preparedness Liaison Officer in Region II of the Federal Emergency Management Agency. Kluckhuhn left active duty in 2008 when he went into the Coast Guard reserve and formed a private company, Avwatch.

NCR 0703/0704

Sharon A. R. Stanley Receives Award from International Committee of Red Cross

Dr. Sharon A. R. Stanley is one of five U.S. nurses to receive the Florence Nightingale Medal for their exemplary service. Awarded by the International Committee of the Red Cross in Geneva, 32 nurses from 16 countries received the honor, the highest International Red Cross distinction to be awarded to a nurse.

MA 0803/0804

Harper new Ops Chief in N.H.

Jennifer Harper has been named Operations Chief with New Hampshire Homeland Security and Emergency Management.

ELP 0902

Lumkins Advances at FEMA

Donald (Doc) Lumpkins, J.D. is now Director, National Exercise Division at FEMA.

ELP 1002

Walker Named to Young Marines Board

William Walker has been named to the Board of Directors for the Young Marines, a national non-profit youth education and service program for boys and girls.

MA 1001/1002

Madia promoted with Inglewood P.D.

James Madia has been promoted to Captain with the Inglewood (Calif.) Police Department.

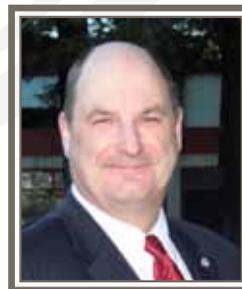
NCR 1003/1004

Kelenske Promoted with Michigan State Police

Chris Kelenske has been promoted to captain and commander of the Emergency Management and Homeland Security Division (EMHSD) with the Michigan State Police. He is responsible for the statewide management and administration of emergency management and homeland security programs, supervision of the division's 75 employees, and also serves as the Deputy State Director of Emergency Management and Homeland Security.



Two CHDS Alumni Win FEMA Innovation Awards



Robert Neale Deputy Superintendent, National Fire Academy, FEMA/USFA, of NCR1003/1004 and Nancy Casper, Federal Coordinating Officer, FEMA, CA1001/1002, above, were honored with FEMA's 2012 Administrator's Innovation Awards. Neale was recognized for the development of the National Fire Academy's "Coffee Break Training" and Casper was honored for her work on the FEMA GeoPortal Development Team.

Beech Named TSA Federal Security Director in Minn.

George Beech has been named Federal Security Director for Screening (AFSD-S) with the Transportation Security Administration in Minnesota. Beech will be responsible for screening operations in the state of Minnesota and about 900 employees.



Andreasen Honored by Peers

Jackson County (Fla.) Emergency Management Director Rodney Andreasen received the 2013 Chad Reed Emergency Management Professional of the Year award at the annual Florida Emergency Preparedness Association conference in Orlando, Fla.



ELP 1101

Hartnett Named President of Bronsan Risk Consultants

Edmund Hartnett has been named president of Bronsan Risk Consultants in New York City. Hartnett is a 32-year veteran of law enforcement who served as commanding officer of the NYPD Intelligence Division during the 9/11 attacks and more recently as the commissioner of the Yonkers (N.Y.) Police Department.



ELP 1102

Curry named to new post at Cal EMA

Christina Curry, left, has been appointed assistant secretary for planning, preparedness and prevention at the California Emergency Management Agency. Curry has held multiple positions at the California Emergency Management

Agency since 2001, including assistant secretary for planning, protection and preparedness, deputy director for preparedness and training, assistant director and senior emergency services coordinator.

ELP 1201

Collier to head new Alabama HLS agency

Spencer Collier has been named Secretary of Law Enforcement in Alabama. The newly-created Alabama State Law Enforcement Agency was established by Senate Bill 108. Secretary Collier will continue to serve as the state's Homeland Security Director during the Law Enforcement Agency's planning and implementation phase, which will last through January 2015.



Nunan moves to Force Readiness Command

U.S. Capt. Joanna Nunan (PELP 1101 and ELP 1201) is chief of staff at Force Readiness Command in Norfolk, Va., Nunan was previously commander of the Coast Guard Honolulu Sector. (See following related story and photo)

PELP 1302

Capt. Shannon Gilreath takes command of Coast Guard Honolulu Sector

Capt. Shannon Gilreath took command of Coast Guard Honolulu Sector. He was promoted from Sector Honolulu's deputy commander position.



U.S. Coast Guard Capt. Shannon Gilreath (PELP1302), right, takes command of Coast Guard Honolulu Sector from Capt. Joanna Nunan (PELP 1101 and ELP 1201). Nunan will be the new chief of staff at Force Readiness Command in Norfolk, Va. Rear Adm. Charles Ray, Commander of the Coast Guard's 14th District, (center) was the presiding official for the Change of Command ceremony.

Figueira Promoted with U.S. Pacific Command

Florencia "Dede" Figueira has been promoted to deputy division chief of Antiterrorism/Critical Infrastructure Protection (AT/CIP) with the U.S. Pacific Command.



Current Participants

ELP 1202

Banks promoted with NYPD

Philip Banks has been named chief of department with the New York City Police Department, the highest uniformed officer on the force.





Catching up with classmates and homeland security education at APEX 2013. Full coverage of this year's workshop begins on page 20



L-R: Arnold, Alicia and Scott taking care of APEX 2013 check in



Waiting to begin day one of APEX 2013

Seriously, Glen, this guy is TSA and if he says put the certificate through screening, and raise both arms, do it. Left to right: CHDS Pacific ELP coordinator David Fukutomi, PELP participant Brian Cahill and CHDS Director Glen Woodbury

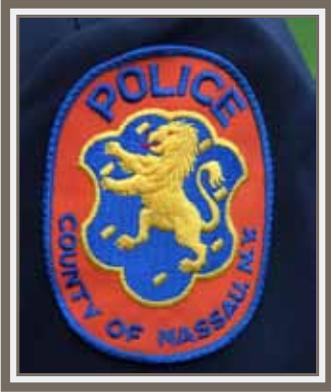


And Now for Something Different...
This Issue's Wildcards

John Coloe MA 0401/0402 has won First Place in the English Pale Ale category at the NY regional judging for the Homebrewers Association's National Homebrew Competition. His homebrewed ale will compete at the national level on June 27th.

MA 0901/0902 **Tom Russo's** Alternate Thesis: A Study Guide to (Pandemic) Corvette Buildsheets





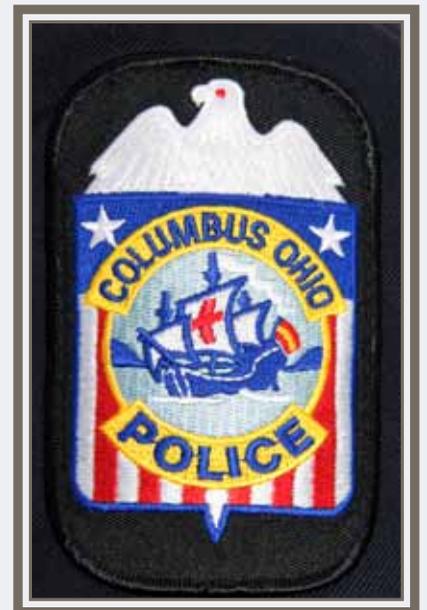
CHDS PHOTO ALBUM



NPS' peacock shows off in front of the Herrmann Hall office

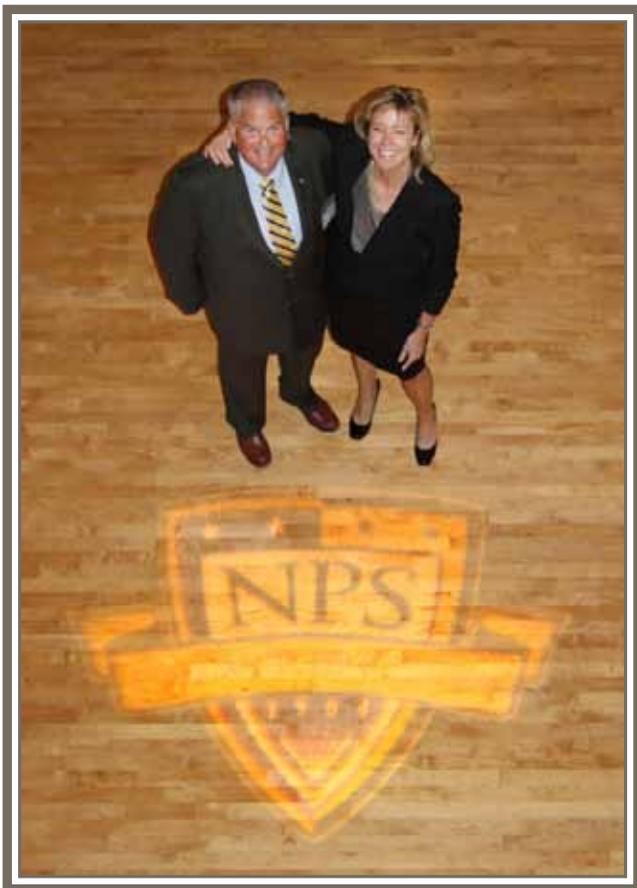


Graduation day highlights representation from across the country



APEX 2013

Doing More With Less: Combating Current and Emerging Threats with Fewer Resources



Heather Issvoran and Mike Biasotti welcome CHDS alumni to the 2013 APEX Workshop.

Homeland security practitioners are facing ever-emerging threats to be combated with ever-dwindling resources.

That was the message from the 2013 Center for Homeland Defense and Security APEX Continuing Education Workshop. The Feb. 20-21 event that drew more than 120 alumni to the Naval Postgraduate School's Barbara McNitt Ballroom further delved into the future of homeland security in what is likely a permanently changed fiscal environment.

The first day featured keynote speaker Tim Manning, FEMA Deputy Administrator for Protection and National Preparedness, who lauded attendees for their commitment to the betterment of

the homeland security enterprise. Dr. Seth Jones of the Center's faculty outlined terrorism threats to urban and rural areas of the United States while Dr. Jerry Jaax discussed biological dangers. Also on the agenda: Alumnus Tracy Frazzano addressed attendees on active shooter threats, Stan McKinney discussed security concerns of local and state officials, Bernard Melekian, Director of Community Oriented Policing Services (COPS) talked about the future of public safety in an austere budget environment. Alumni Brenda Heck, who heads security for the Walt Disney Co., and Rick Braziel, retired chief of the Sacramento (Calif.) Police Department were featured "alumni innovators."

The first day provided a stark reminder of the roots of homeland security. Greatly diminished but not wholly defeated, al-Qaida remains a threat with global reach into both urban and rural areas of the United States Jones said.

"You all represent a growing alumni cadre that is really driving the future of homeland security, Manning said. "Remember why you came here in the first place; continue to ask why we do what we do and if there are better ways to do it."

*Tim Manning
Deputy Administrator for Protection and National
Preparedness, U.S. Department of Homeland Security*



Tim Manning, Deputy Administrator for Protection and National Preparedness, U.S. Department of Homeland Security, makes his opening remarks.



Alumni listen to a speaker at the 2013 APEX Workshop. This year more than 120 alumni returned to campus to participate in the professional educational exchange and discuss current and emerging trends in the homeland security discipline.

"The United States will remain a major target of al-Qaida and its affiliates over the next several years."

*Dr. Seth Jones
Faculty at NPS Center for Homeland Defense and Security*

"I think it's ever-more challenging to maintain that balance and maintain the levels of preparedness we want to accomplish."

*Stan McKinney
Director, CHDS Executive Education Programs
(on the effect of budget cuts on homeland security efforts)*

"There's so many different types of pathogens and ways they can affect us, it is difficult to counter. You can't have a silver bullet that would protect against all these types of agents."

*Dr. Jerry Jaax
Associate Vice President for Research Compliance
and University Veterinarian, Kansas State University
(on the use of biological agents as terrorist weapons)*

While the core al-Qaida brain trust hiding out in Pakistan has seen its leadership killed and weakened, its franchise affiliates based in Yemen and North Africa along with any number of like-minded organizations continue to view America as a valuable, even vulnerable, target.

"The United States will remain a major target of al-Qaida and its affiliates over the next several years," Jones said.

Al-Qaida and allied groups have come very close to a successful attack in the U.S. – from the "underwear" bomber in 2009 and Najibullah Zazi's plot to conduct suicide attacks in the New York City subway system in 2009 to more recent plots such as the 2010 attempted Times Square bombing.

The latter cases illustrate how terrorism is not confined to the nation's populated urban areas: The New York subway plotter was building bombs in the suburban Denver city of Aurora to avoid detection. And Times Square bomber Faisal Shazzadd built his ill-fated device in neighboring Connecticut.

"What we're seeing is that this is not just an urban, metropolitan problem," Jones said. "This also hits rural America."

While Jones provided an unsettling assessment of terrorism, Dr. Jerry Jaax discussed how old Cold War biological weapon schemes could be returning to fashion in terrorism circles. Jaax, vice president of Research Compliance and university veterinarian at Kansas State University, said one concern is non-governmental organizations harnessing the power of biological weapons or looting them from governments such as Syria where the regime is under siege.

Such threats can come as smallpox in humans, foot and mouth disease in food-producing livestock or plant disease that affects food supply. Biological agents can be applied to weaponry, but that takes advanced expertise. However, a biological weapon doesn't necessarily need to be placed on a missile or homemade bomb to be effective.

"There's so many different types of pathogens and ways they can affect us, it is difficult to counter," Jaax said. "You can't have a silver bullet that would protect against all these types of agents."

Another emerging concern is laboratory-developed viruses that could be used in a terrorist-style attack. Jaax related how

Continued next page >>>

APEX 2013 Speakers

Day One

Seth Jones, CHDS Faculty

The Extremist Threat Overseas and how it is Tied to the US- Perspectives on New Governments and Radicalization –Sophistication of Radicalization Coordination in Big Cities and Rural America - <http://www.chds.us/?player&id=2948>

Stan McKinney, Director, CHDS Executive Education Programs

Complex Issues of Preparing for All Hazards with Limited Budgets

Tracy Frazzano, Lt. Montclair New Jersey

Active Shooter Threats - How we can Improve our Response?

Jerry Jaxx, Associate Vice President for Research Compliance and University Veterinarian, Kansas State University

The Biological Threat: Complex Issues, Complex Solutions - <http://www.chds.us/?player&id=2949>

Day Two

Bernard K. Melekian Director of the COPS (Community Oriented Policing Services) Office, Department of Justice

Future Trends in Public Safety - <http://www.chds.us/?player&id=2950>

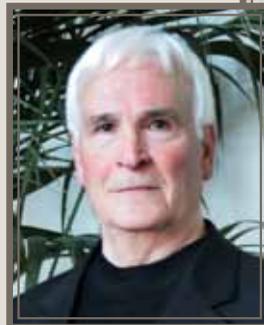
Alumni Innovators

Brenda Heck, Director, Global Security Investigations, The Walt Disney Company

Public-Private Partnerships: A View from Both Sides - <http://www.chds.us/?player&id=2951>

Rick Braziel, Chief of Police, Sacramento Police Department, Sacramento, CA

Reinventing a Police Department: Doing More with Less - <http://www.chds.us/?player&id=2952>



APEX 2013 speakers, clockwise from top left: Bernard K. Melekian, Jerry Jaax, Rick Braziel, Brenda Heck, Tracy Frazzano, Stan McKinney and Seth Jones

researchers at State University of New York at Stony Brook were able to develop a strain of polio virus in three years. His concern is what would happen should adversaries be able to develop viruses that could overpower modern vaccines.

"That capability is a very significant problem within the defense community," Jaax said.

Add to those dangers the prospect of looming budget cuts and the strides made in battling terrorism and emergency management would be weakened, said Stan McKinney, director of the Center's Executive Education Programs.

"I think it's ever-more challenging to maintain that balance and maintain the levels of preparedness we want to accomplish," McKinney said.

That was echoed by Melekian, who reported how fiscal constraints have diminished law enforcement – 12,000 officers were laid off from 2009-2011 and 35,000 positions have been left unfilled during that time. In response, departments are increasingly relying on technology, volunteers and in some areas regional consolidation, Melekian said.

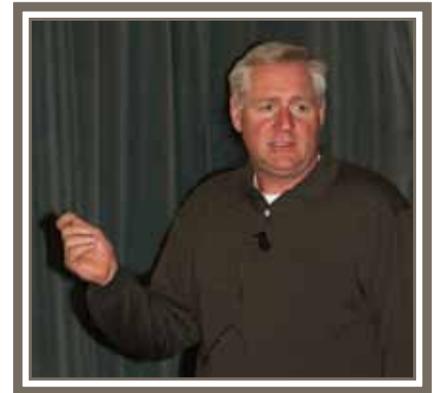
Accompanying the economic downturn have been changes in "the nature of harm," with concerns such as prescription drug abuse and cyber-security eclipsing previous priorities, along with a

changing national demographic and shifting perceptions of law enforcement officers.

During his keynote address, Manning said as FEMA conforms to a new budget reality, he would continue to place a high priority on education and training. The agency is close to implementing a National Training and Education System, based on the requirements and frameworks from Presidential Policy Directive 8, National Preparedness.

He implored attendees to keep that directive in mind and use the education they have attained to improve homeland security and emergency management.

"You all represent a growing alumni cadre that is really driving the future of homeland security, Manning said. "Remember why you came here in the first place; continue to ask why we do what we do and if there are better ways to do it."



Glen speaks on Day Two



Clockwise from the left: Cohort members caught up and smiled for the camera at APEX 2013; flags flanked the entrance to the Barbara McNitt Ballroom, the venue for the workshop.

*** SAVE THE DATE! ***
APEX 2014 is March 4th and 5th

KUDOS AND CONNECTIONS



NCR1103/1104 in front of Herrmann Hall before graduation



Above, PacificELP1302, and right, PacificELP1301 take a break for their class photos.



Congratulations to our newest graduates, and welcome to the ranks of CHDS Alumni

Congratulations ELP1201- and nice hats!





Graduation Day for CA1105/1106

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.

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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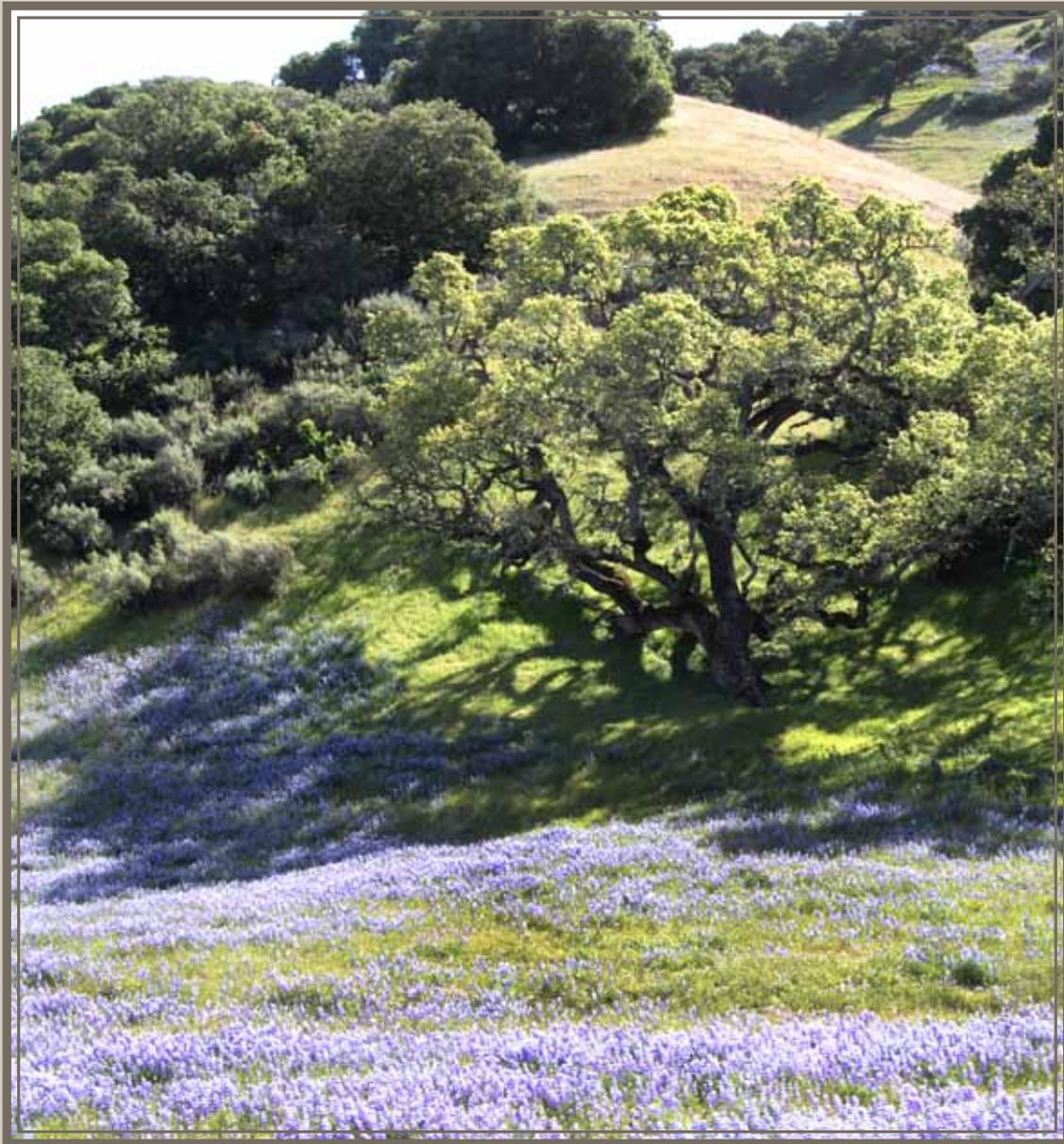
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Why is this magazine titled Watermark?

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 are written by Brian Seals. Layout and cover photos by Deborah Rantz. Statistical information and graphics provided by Bill Coloe.



Wild lupines bloom in a field on the way to Steinbeck's "Pastures of Heaven" the Salinas Valley.



Watermark
The Alumni Magazine of
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Defense and Security