

# JEFFREY H. NORWITZ

## CONTACT INFORMATION

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## PROFESSIONAL PROFILE

- Thirty-six years career emphasis in Law Enforcement, Criminal Justice, Police Science, Complex Criminal Investigations, Counterintelligence, Counterterrorism, and Adult Education in National Security and Organizational Leadership.

## EDUCATION

- Master of Arts in National Security and Strategic Studies, United States Naval War College, Newport, RI; 2001.
- Bachelor of Science in Criminal Justice, Eastern Kentucky University, Richmond, KY; 1974. Minor: Military Science.

## EMPLOYMENT OVERVIEW

- Senior Instructor at the **Federal Law Enforcement Training Center**; 2009-2010. Teaching and developing courses in counterterrorism and law enforcement intelligence.
- Federal Special Agent of the **Naval Criminal Investigative Service**; 1985-2009 (retired). Last assignment as Counterintelligence Supervisory Special Agent for all of New England.
- Visiting Professor at the **United States Naval War College** teaching National Security Studies; 2001-2009.
- Adjunct Professor at **Salve Regina University**, Graduate School, Administration of Justice; 2008.
- Sworn law enforcement officer with **El Paso County Sheriff**, Colorado Springs, Colorado; 1977-1985.
- **United States Army** commissioned officer in the Military Police Corps; 1974-1977.

## SECURITY CLEARANCE

- Top Secret clearance since 1985 with access to Sensitive Compartmented Information (SCI) and Special Intelligence (SI)/TK/G/HCS.

## EMPLOYMENT SPECIFICS

- **Federal Law Enforcement Training Center 2009 - 2010**

Glynco, Georgia

Job Title: Senior Instructor, Counterterrorism Division

Serves as a senior-level instructor, subject-matter expert, and course developer in the assigned counterterrorism program/course areas of law enforcement. The programs/courses taught cover subject-matter which involves highly specialized knowledge and skill in a variety of counterterrorism topics.

The nature of the counterterrorism subject matter is broad, complex, evolving, with national and international implications. Instructor must respond to the latest terrorist and criminal methods and incorporate such change into course material. Courses taught are highly specialized requiring continuous reassessment of available data including technological advances.

Provides oversight concerning the conduct of basic training and plans, coordinates, and executes field training and lab exercises. Ensures curriculum is administered in the proper sequence and that deviations from the established schedules receive prior approval.

Conduct classes, lectures, and seminars in support of the basic curriculum, consistent with standards prevalent in effective law enforcement training.

Monitors progress of students, documents results, and/or recommends remedial and corrective action to include additional training and changes in training and/or operational procedures and instructions. Assesses both individual and group performance in various training settings. Ensures that programs/courses are

conducted within the parameters of sound professional methodologies and that all personnel are compliant with established training procedures.

Uses life experiences from law enforcement to enhance course content and respond to student questions. Exercises a high degree of judgment when interjecting personal experiences into the structured training program to supplement and expand instruction while staying within the content of the lesson plan.

Oversees and/or participates in developing course and program material in the counterterrorism instructional field. Initiates content changes and develops different approaches and methods of instruction and recommends any other changes needed to improve the course/program and achieve course/program objectives.

Participates in developing and/or revising lesson plans. Changes or modifications may create a responsibility to develop orientation or supplemental training workshops. Participates in the analytical processes involved in the development and delivery of training courses.

Conducts research on emerging technology, practices, and techniques to enhance instructional knowledge and skill. Serves as a technical authority on topics assigned with commensurate responsibility to maintain awareness of significant changes in the field.

Courses taught include:

- Law Enforcement Intelligence
- Understanding the Nature and History of Terrorism
- Counterterrorism
- Counterintelligence
- Weapons of Mass Destruction (CBRN)
- Bombs and Explosives
- Improvised Explosive Devices
- Operations Security

Awards, Accomplishments

- Published 1 book chapter, and 1 scholarly peer-reviewed article

o **US Naval War College 2001 - 2009**

Newport, Rhode Island

Job Title: Professor

Conduct classes and seminars in support of the basic curriculum, consistent with standards prevalent in graduate-level instruction. Support other academic endeavors by preparing and delivering lectures, participating in panel discussions, and escorting and/or introducing visiting lecturers. Assist in curriculum development through the formulation of instructional objectives, preparation or assembling of appropriate conceptual readings and case studies, re-evaluation and revision of existing curricula, and identification of appropriate measures of student performance and comprehension. Read, analyze, and critique student assignments, essays, case study reports, and papers. Monitor and evaluate student performance. Conduct tutorials with students. Conduct and/or supervise research and publishing of appropriate original contributions to academia.

Graduate-level courses designed and taught:

- National Security, Defense Strategy, and Force Structure
- Decision Making and Implementation
- Effective Command and Staff Officer
- Leading Organizations Effectively
- Terrorism; Strategic Implications for National Security
- Senior Leadership Seminar

Awards, Accomplishments:

- Consistent recipient of Provost “summa cum laude” award for teaching excellence

Recipient of the 21st annual Defense Department Counterintelligence Award for education excellence

John N. Brown Academic Chair of Counterterrorism

Invited speaker at United Nations High-Level Symposium on Water Security

Distinguished Alumnus, College of Business and Technology, Eastern Kentucky University

Published 2 books, 5 book chapters, and 7 scholarly peer-reviewed articles

o **Naval Criminal Investigative Service 1985 - 2009**

Washington, DC

Job Title: Special Agent

Plan, organize, conduct, and direct extremely complex, ultrasensitive criminal, counterintelligence, counterespionage, and internal security investigations in addition to intelligence collection operations of international/national significance.

Make independent decisions regarding the acceptance of investigative jurisdiction including utilization and implementation of sophisticated technical surveillance devices for collection of criminal evidence and intelligence.

Collect and report on non-investigative counterintelligence information by conducting liaison with potential sources of information; obtaining, reviewing and assessing the value of intelligence data.

Assist in preparation of cases for trial in federal district courts. Testify before grand juries, courts, and administrative hearings on results of completed investigations. Demonstrate skill to effectively communicate, in both oral and written form, facts and circumstances in a fashion understandable to others, in reports of investigation, in court, or other legal proceedings.

Initiate and maintain continuing liaison and consultation with civilian and military officials; other Federal investigative and law enforcement agencies; and, state and local law enforcement officials and agencies located throughout his/her assigned geographical area.

Maintain extensive knowledge of the Federal Rules of Evidence and the Federal Rules of Criminal Procedure. Must be able to recognize, develop, prepare, preserve and present evidence that reconstructs events, sequences, and time elements and establishes relationships, responsibilities, legal liabilities conflicts of interest, and related matters, in a manner that meets requirements for presentation in court or other legal and administrative proceedings.

Must have expert qualifications in the handling and use of firearms and must be capable of performing arduous physical duties. Such activities may require one to exert physical strength over another person; occupy vehicles or other cramped, crowded spaces for extended periods of time; stand and/or walk for extended periods; lift heavy objects, or otherwise be placed in situations of discomfort or danger, including combat areas.

Special Experience:

Case agent on a 2-year espionage investigation with domestic and international aspects resulting in the conviction of accused and recovery of classified information immediately prior to passage to Cold War enemy power.

12 years counterintelligence support to Navy compartmented (black) submarine programs.

Overseas tours throughout Southeast Asia and Middle East.

Special Agent AFLOAT with Navy/Marine Corps Amphibious Forces.

Counterintelligence Supervisory Special Agent for New England region.

Interviewed terrorist detainees at Camp Delta, Guantanamo.

Agency firearms instructor.

Assigned to faculty of U.S. Naval War College for 8 years teaching and developing graduate-level curriculum regarding national security and counterterrorism.

Awards:

Navy Superior Civilian Service Medal

Navy Meritorious Civilian Service Medal (2 awards)

Secretary of Defense Medal for the Global War on Terrorism

○ **El Paso County Sheriff's Department 1977 - 1985**

Colorado Springs, Colorado

Job Title: Deputy Sheriff

Patrolled the second most populous Colorado county, containing 8 cities/towns within 2,126 square miles, to prevent and discover the commission of crime and to enforce traffic and parking regulations. Answered calls and complaints taking the necessary police action to ensure the security and safety of businesses and homes.

Ascertained validity of information or secured evidence for the arrest of persons alleged to have committed a crime. Searched for and preserved evidence. Interviewed suspects, prisoners, complainants, and witnesses. Collect information or secured evidence for the arrest of persons alleged to have committed a crime.

Took proper police action at scene of crime, administered first aid, gathered evidence, located witnesses and made arrest. Appeared in court to present evidence and testify against persons accused of crimes. Served summons, subpoenas, and warrants. Wrote and filed reports by gathering facts evidence vouchers or making affidavits. Wrote traffic summons and testified in court about them. Provided assistance to citizens involved in accidents, counseled citizens when appropriate.

Required knowledge of:

the use, care and safe handling of firearms;

the laws controlling, and the procedures, practices and techniques necessary to police patrol operations;

the laws, codes, statutes and regulations concerning criminal activity, especially when they apply to law enforcement operations;

the criminal justice system as it applies to law enforcement operations;

the techniques, practice and procedures necessary to the effective interaction with the general public, victims, suspects, and officers of other agencies and municipalities;

duty manuals, departmental organizations, administrative direction and applicable ordinances.

Specialty Assignments:

Bomb technician (1981 graduate of FBI Hazardous Devices Course)

SWAT sniper

FBI and NRA certified firearms instructor

Traffic accident reconstruction (graduate The Traffic Institute, Northwestern University)

○ **United States Army 1974 - 1977**

Fort Carson, Colorado

Job Title: 1<sup>st</sup> Lieutenant

Commanded the Military Police Detachment of the 50<sup>th</sup> Ordnance Company located in a Safeguard mission area of North Dakota providing security for air and ground movements of nuclear weapons. While assigned to the 4<sup>th</sup> Military Police Company, worked as assistant S1 responsible for personnel and administrative matters. Served as Security Platoon Leader providing security for the Division Tactical Operation Center in the field as well as prisoner of war and rear-area protection. Served 4 months as the Fort Carson Military Police Station Commander and Executive Officer in the 4<sup>th</sup> Military Police Company.

Specialty Assignment:

Nuclear weapon transport and security

## **SPECIALIZED HIGHLIGHTS**

- **Counterterrorism Division, Federal Law Enforcement Training Center, Brunswick, GA.** Served as senior-level instructor, subject-matter expert, researcher, and course developer requiring highly specialized knowledge and skill in a variety of counterterrorism topics which include; law enforcement intelligence, terrorism, physical security, weapons of mass destruction, CBRN, bombs and explosives, improvised explosive devices, first response, operations security, counterintelligence, and law enforcement problem

solving. The Federal Law Enforcement Training Center services 88 federal agencies, provides training to state, local and international police, graduates approximately 60,000 students annually, and is the largest law enforcement training establishment in the country; 2010.

- **John Nicolas Brown Chair of Counterterrorism, Naval War College, Newport, RI.** The Chair endowment was approximately \$70,000 per year. As the inaugural Chair-holder in 2006, I budgeted, planned, and conducted activities designed to broaden public and individual student understanding of the ever changing nature of international terrorism and its consequences on society at large; 2009.
- **National Research Council of the National Academies, Washington, DC.** Participated with Committee on Defeating Improvised Explosive Devices exploring basic research to interrupt the IED delivery chain. Continuing objective is to improve the technical ability to detect the device as well as understand the adversary's goals; sociopolitical environment; sources of material, personnel, and money in order to impede or halt the effective use of IEDs. Findings published as *Disrupting Improvised Explosive Device Terror Campaigns* (Washington DC: The National Academies Press, 2008).
- **Institute of Terrorism Research and Response, Jerusalem, Israel.** Delegation of academics and practitioners, in a colloquium setting, studying Israeli response and strategies to terrorism. Unprecedented opportunity to meet with military, intelligence, police, judicial and private security leaders during a time of declared war between Israel and Lebanon over Hezbollah attacks in July 2006.
- **Camp Delta, Guantanamo Bay, Cuba.** Served with the Defense Department Criminal Investigative Task Force, where I interviewed detainees held at Camp Delta and who were suspected of terrorist activities during Operation Enduring Freedom in Afghanistan. This criminal investigative effort, begun in 2002, supported war crimes prosecution of certain detainees. Extensive conversations – one on one – with persons linked to Osama bin Laden, the Taliban, al Qaeda and other terrorist organizations; 2004.
- **Operation Desert Fox, Kuwait.** Extended at-sea deployment with 4,000 sailors and Marines of USS Belleau Wood Amphibious Ready Group. Served as chief counterterrorism and counterintelligence advisor to III Marine Expeditionary Force. Accompanied Marines to the desert north of Kuwait City during hostilities with Iraq. Engaged in war-time counterterrorism operations which neutralized an Egyptian Islamic Jihad cell operating in Kuwait; 1999.
- **Pentagon, Washington DC.** Served as senior counterintelligence advisor to the nation's most prolific and valuable intelligence program. Accomplishments remain highly classified; 1987-96.
- **San Francisco, CA.** Federal agent directing a 2-year international counterintelligence investigation which resulted in the capture and prosecution of a sailor spying on behalf a hostile foreign power; 1988.
- **Federal Law Enforcement Training Center, Brunswick, GA.** Graduate of the Federal Law Enforcement Training Center, Criminal Investigator Training Program; 1985.
- **FBI Hazardous Devices School, Huntsville, AL.** Completed practitioner training and certified as an Explosive Ordnance Disposal (EOD) technician; 1981. Headed a large metropolitan bomb squad for 4 years.
- **Police Officer State Certification, Denver, CO.** Completed standardized course of training necessary to become a sworn law enforcement officer; 1979.
- **United States Army Reserve Officers Training Corps, Richmond, KY.** Commissioned a 2<sup>nd</sup> Lieutenant in Military Police Corps. Airborne qualified. Duties included security of nuclear weapons; 1974.

## **JOB RELATED TRAINING**

### **Federal Law Enforcement**

- Law Enforcement Instructor Certification In-Service Training Program 2010
- Information Systems Security Awareness 2010
- Critical Thinking and Analytic Methods Instructor Certification 2010
- DHS Information Security Awareness 2009
- Government Ethics Training 2009
- Law Enforcement Instructor Certification Training Program 2009
- Joint Deployable Intelligence Support System 1996
- Foreign Counterintelligence Special Contingency Course 1996

- Joint Strategic Approaches to Counterintelligence 1994
- Counterintelligence Staff Officers Course 1996
- Critical Incident Debriefing / Peer Counseling Team Training 1993
- Counterintelligence Collection Course 1992
- BSR Antiterrorist Driving and Surveillance Detection Course 1990
- Advanced Reid Technique of Interviewing and Interrogation 1990
- Basic Reid Technique of Interviewing and Interrogation 1990
- Multidiscipline Counterintelligence Analyst Course 1989
- Special Counterintelligence Course 1987
- Unarmed Self Defense and Firearms Instructor Course 1987
- Special Protective/Anti-Terrorism Course 1986
- NIS Agent Basic Course 1985
- Criminal Investigator Training Program (FLETC) 1985

### **State & Local Law Enforcement**

- El Paso County Sheriff Specialized SWAT Tactics & Techniques 1982
- FBI Regional Bomb Technicians Training Course 1982
- Colorado Springs Police Hazardous Devices and Post Blast Scene Investigation 1981
- Hazardous Explosives Devices Course B-4-81 1981
- FBI Firearms Instructor Course 1980
- Northwestern University Traffic Accident Investigation 1980
- Colorado State Peace Officer Certification 1979

### **Military**

- Nuclear Accident and Incident Control (NAIC) Training, Kirtland AFB, New Mexico 1975
- US Army Military Police Officers Basic Course 1974
- Commissioned 2nd Lieutenant US Army 1974
- US Army Airborne Course 1973

### **HONORS/AWARDS**

- Navy Superior Civilian Service Medal, presented by the Naval Criminal Investigative Service; 2009.
- Invited speaker at United Nations High-Level Symposium on Water Security; 2009.
- Defense Department Civilian Service Medal for the Global War on Terrorism; 2009.
- John N. Brown Academic Chair of Counterterrorism, U.S. Naval War College; 2006-09.
- Recipient of the 21<sup>st</sup> annual Defense Department Counterintelligence Award for education excellence; 2008.
- Distinguished Alumnus, College of Business and Technology, Eastern Kentucky University; 2006.
- Provost “summa cum laude” award for teaching excellence, U.S. Naval War College; 2005, 2006, 2007, 2008.
- Army Commander’s Award for Public Service, presented by Colonel Brittain Mallow, Commander, DoD Criminal Investigative Task Force, Guantanamo Bay, Cuba; 2004.
- Navy Meritorious Civilian Service Medal, presented by Rear Admiral Mitch Highfill, Commander, Amphibious Forces SEVENTH Fleet; 1999.
- Navy Meritorious Civilian Service Medal, personally presented by the Honorable John Dalton, Secretary of the Navy; 1994.

### **PUBLICATIONS AND SCHOLARLY WORK**

#### **Books**

Jeffrey H. Norwitz, ed. *Pirates, Terrorists, and Warlords: The History, Influence, and Future of Armed Groups Around the World*. (New York: Skyhorse Publishing, 2009).

Jeffrey H. Norwitz, ed. *Armed Groups: Studies in National Security, Counterterrorism, and Counterinsurgency*. (Newport: Naval War College, 2008). [www.JeffNorwitz.com](http://www.JeffNorwitz.com)

## Chapters

Jeffrey H. Norwitz. "Disrupting Human Networks: Ancient Tools for Modern Challenges." In Keith Logan, ed. *Homeland Security and Intelligence*. (Westwood: Praeger Publishers, 2010), 216-228.

Elena Mastors and Jeffrey H. Norwitz. "Disrupting and Influencing Leaders of Armed Groups." In Jeffrey H. Norwitz, ed. *Armed Groups: Studies in National Security, Counterterrorism, and Counterinsurgency*. (Newport: Naval War College, 2008), 341-359.

Jeffrey H. Norwitz. "Summary of Discussion to Panel IV: Terrorism, Proliferation, Transnational Crime and Migration." In Richmond M. Lloyd, ed. *William B. Ruger Chair Workshop on Economics and Maritime Strategy*. (Newport: Naval War College, 2006), 108-110.

Jeffrey H. Norwitz. "Combating Terrorism: With a Helmet or a Badge?" In Paul J. Bolt, ed. *American Defense Policy*, 8<sup>th</sup> edition, (Baltimore: The Johns Hopkins University Press, 2005), 424-432.

Jeffrey H. Norwitz. "Combating Terrorism: With a Helmet or a Badge?" In *Terrorism and Counterterrorism: Understanding the New Security Environment*, edited by Russell D. Howard, (Columbus: McGraw-Hill, 2004), 470-481.

## Reviews / Forewords

Jeffrey H. Norwitz. Review of *The Death of the Grown-up: How America's Arrested Development Is Bringing Down Western Civilization*, by Diana West. *Naval War College Review*, (Spring 2008): 138-39.

Jeffrey H. Norwitz. Foreword to *Defending the Homeland: Historical Perspectives on Radicalism, Terrorism, and State Responses* by Melinda M. Hicks and C. Belmont Keeney, eds., (Morgantown: West Virginia University Press, 2007), ix-xvi.

Jeffrey H. Norwitz. Foreword to *Practical Bomb Scene Investigation* by James T. Thurman, (Boca Raton: CRC Press, 2006), xi- xii.

Jeffrey H. Norwitz. Review of *The Counter-Terrorism Puzzle; A Guide for Decision Makers*, by Boaz Ganor. *Naval War College Review*, (Winter 2006): 145-47.

Jeffrey H. Norwitz. Review of *The Four Faces of Nuclear Terrorism*, by Charles D. Ferguson. *Naval War College Review*, (Spring 2005): 146-48.

## Journal Articles

Jeffrey H. Norwitz and Elena Mastors. "Neutralizing Armed Groups: The Psychological & Tactical Approach." *Singapore Home Team Academy Professional Journal*, (Fall 2009).

Jeffrey H. Norwitz. "Where Does National Strategy Come From?" *ITOA News*, (Fall 2008): 4-7.

Jeffrey H. Norwitz. "Has World War III Begun?" *Officer Review*, (October 2006): 4-5.

Jeffrey H. Norwitz. "Defining Success at Guantanamo: By What Measure?" Translated into Portuguese in *Military Review – Brazilian Edition*, (November-December 2005): 29-35.

Jeffrey H. Norwitz. "Defining Success at Guantanamo: By What Measure?" Translated into Spanish in *Military Review – Hispano Edition*, (November-December 2005): 28-33.

Jeffrey H. Norwitz. "Defining Success at Guantanamo: By What Measure?" *Military Review*, (July-August 2005): 79-83.

Jeffrey H. Norwitz. "Combating Terrorism: With a Helmet or a Badge?" *Journal of Homeland Security*, (August 2002).

Jeffrey H. Norwitz. "Special Agent Uses EOD Experience to Draft Ready-Reference for Post-Blast Investigations," *NCIS Bulletin*, (December 1998).

### **Unpublished Research Paper**

Jeffrey H. Norwitz. "Leveraging Operational Intelligence: The Battle of Tannenberg and Masurian Lakes (1914)." Unpublished paper. (Virginia: Defense Technical Information Center, 2001).

### **EDITORIAL/ADVISORY BOARD**

- Peer-review editor for *Homeland Security Affairs*, professional journal of the Center for Homeland Defense Security.
- National Security Committee Member, The Military Order of the World Wars.

### **MEDIA COMMENTATOR**

- News & Talk, *In Pursuit of Truth*, WADK 1540 AM, Newport, RI
- Public Radio International, *The World*, WGBH 89.7 FM, Boston, MA
- Fox News Radio, WINK 1240 AM, Fort Myers, FL
- Public Radio, Gulf Coast Live, WGCU 90.1 FM, Fort Myers, FL
- New York Times Newspaper
- Providence Journal Newspaper
- The Salt Lake Tribune Newspaper

### **INVITED LECTURER AT THESE ACADEMIC ORGANIZATIONS**

- Australian Strategic Policy Institute, Australia
- Bentley College, Massachusetts
- Boston College, Massachusetts
- Boston University, Massachusetts
- Bridgewater State College, Massachusetts
- Claremont College, California
- Community College of Rhode Island, Rhode Island
- Eastern Kentucky University, Kentucky
- Federal Law Enforcement Training Center, Georgia
- Ferrum College, Virginia
- Harvard University, Massachusetts
- Maritime Institute of Malaysia, Malaysia
- Naval Post Graduate School, California
- New York Institute of Technology, New York
- Pell Center for International Relations and Public Policy, Rhode Island
- S. Rajaratnam School of International Studies, Singapore
- Salve Regina University, Rhode Island
- Temasek Polytechnic University, Singapore
- University of Rhode Island, Rhode Island
- West Virginia University, West Virginia

### **ACADEMIC COURSES DESIGNED AND TAUGHT**

- **Introduction to Terrorism**, Federal Law Enforcement Training Center, GA. The course is a review of the common trends of domestic and international terrorism incidents and provides insight to the key judgments of terrorist threats to the U.S. Homeland. The course also describes terrorism prevention strategies for the U.S. Homeland as noted in national strategies and federal agency policies.
- **Law Enforcement Intelligence**, Federal Law Enforcement Training Center, GA. This course describes the criminal information process regarding collecting, reporting, and sharing in accordance with applicable

legal frameworks. It then explores the intelligence analysis cycle and human source information. The course also provides instruction for protecting privacy and civil liberties.

- **Chemical, Biological, Radiological and Nuclear Terrorist Threats, Federal Law Enforcement Training Center, GA.** This course is designed to provide the criminal investigator the skills to identify possible methods and devices used by terrorists to deploy chemical, biological, and radiological and nuclear (CBRN) weapons of mass destruction. The course will identify the components of various devices used to construct such CBRN, WMD and their potential effects if successfully deployed. This course will also address how to survive a CBRN terrorist encounter or attack so that the student can minimize the risk of exposure in carrying out the responsibilities as a Federal Agent. The course will also identify how to initiate emergency notification protocols.
- **Security, Strategy, and Forces, Naval War College, Newport, RI.** The course focuses on gaining a wider grasp of the various levels and aspects of security; developing coherent guidelines for the formulation of national and military strategy; examining the dynamic challenges that affect the selection of future defense forces; and understanding the complex meanings of security and the environment in the international arena. Linking the instruments and limitations of power is fundamental. Likewise, the course explores operational challenges, operational concepts, and necessary capabilities while looking strategically to the future.  
**Decision Making and Implementation, Naval War College, Newport, RI.** Developed and taught a graduate-level curriculum about making choices and leading change in complex national security organizations. The range of leadership skills needed in more senior positions is noticeably expanded and different from those used in direct leadership positions. The course emphasizes the study and use of critical thinking, personal management skills including managing stress, creative problem solving, developing self-awareness, interpersonal management skills such as motivating people, communicating, gaining power and influence, group and organizational management and leadership skills including leading change, empowering and delegating, and building effective teams. Ethical leadership and management are an integral theme.
- **Effective Command and Staff Officer, Naval War College, Newport, RI.** The course is about preparing a mid-career officer for a complex national security decision making environment. The course is presented in three sections. The first is personal management skills including managing stress, creative problem solving, and developing self-awareness. The second is interpersonal management skills such as motivating people, communicating, and gaining power and influence. The final section is group and organizational management and leadership skills including leading change, empowering and delegating, and building effective teams. Ethical leadership and management are an integral theme.
- **Leading Organizations Effectively, Naval War College, Newport, RI.** The course is about the use of critical thinking to lead change and achieve desired effects and organizational outcomes. The power and role of strategy in achieving objectives in complex organizations is often neglected in the short-tenured and fast-paced environment of senior decision-making. The course has two complementary themes; the importance of self-assessment and formulating a coherent and aligned strategy for implementation.
- **Terrorism; Strategic Implications for National Security, Naval War College, Newport, RI.** Designed and developed a graduate-level curriculum dealing with the challenges of global terror, the rise of religious-based and suicide terror, the military role in homeland security, as well as strategies and solutions. The course examines the strategic implications of terrorism, both domestic and international. Moreover, it considers the effects on society as we wrestle with choices between liberty and security. The course broadens individual understanding of the ever changing nature of terrorism and makes projections regarding strategic implications for America.
- **Senior Leadership Seminar, Naval War College, Newport, RI.** Course is designed to enable students to examine and contemplate the innumerable challenges and tensions that characterize leading at the senior level. The course focuses on the study of well-known senior leaders as a means to scrutinize the issues and problems they faced, as well as how they approached those challenges. The course offers three broad areas for consideration; the content, context, and the process of leadership. The course synthesizes and examines the character displayed by leaders, analyzes dilemmas and paradoxes, evaluates the various practices and methods used by leaders, and explores what tools or skills are needed for senior leaders today.
- **Terrorism and Transnational Crime, Salve Regina University, Newport, RI.** Adjunct professor expected to design and execute a graduate-level course in civilian academia to explore terrorism and the nexus with transnational criminal patterns. The course looked at national strategies for detection and prevention, as

well as state and local plans for response and recovery. Course also examined diplomacy, economics, and strategic communications as means of reducing the global threat of terrorism. Student undergraduate backgrounds included international relations, political science, and administration of justice.

## INVITED LECTURER, PANELIST, OR MODERATOR

### 2009

- **Closing Guantanamo: What Comes Next?** Rhode Island Defense & Oceans Conference, Middletown, RI. Presentation explored the practical legal, operational, political, and national security strategies in order to implement President Obama's executive order closing the Guantanamo detention facility. The lecture was tailored for a conference of maritime and scientific community experts.
- **Is the War on Terror a World War?** Connecticut Military Joint Force Headquarters, Hartford, CT. Presentation explored the nature of war using theories from Clausewitz and Sun Tzu to examine present struggle against radical Islamic extremists, international terrorism, and definitions of world war. Audience consisted of military counterterrorism planners and operators who are in policy-making positions and homeland security preparedness organizations.
- **Understanding Radical Islam.** Providence Police Department, Providence, RI. Presentation examined thesis that extremist elements of Islam pose a deadly threat to the non-Muslim world, as expressed in the acclaimed film *Obsession: Radical Islam's War Against the West*. Audience included police officers, emergency first-responders, and local corporate security professionals.
- **Understanding Radical Islam.** Community College of Rhode Island, Lincoln, RI. Presentation examined thesis that extremist elements of Islam pose a deadly threat to the non-Muslim world, as expressed in the acclaimed film *Obsession: Radical Islam's War Against the West*. Audience included undergraduate students and adult learners enrolled in a course looking at terrorism and national security.
- **Closing Guantanamo: What Comes Next?** University of Rhode Island, Kingstown, RI. Presentation explored the practical legal, operational, political, and national security strategies in order to implement President Obama's executive order closing the Guantanamo detention facility. The lecture was tailored for the Rhode Island Forensic Science Partnership.
- **World Water Security: Effectively Communicating the Threat.** United Nations, New York, NY. Opening speaker at the High-Level Symposium on Water Security which was a gathering of experts from the United Nations Secretariat and Member States, and from the corporate, medical, scientific, and NGO communities. The Symposium explored worldwide water security issues to identify specific threats and vulnerabilities in order to offer practical solutions for protection and preservation of water infrastructure. Presentation looked at engaging global stakeholders and educating the public on the risks, threats, and vulnerabilities associated with protecting this vital resource. The outcome of the Symposium was establishment of the Global Water Security Alliance to chart future strategies.

### 2008

- **Armed Groups: A Strategic Perspective.** Illinois Tactical Officers Association, Chicago, IL. Keynote speaker for annual conference of SWAT and special services police officers. 600+ attendees all sworn law enforcement professionals from the state and local levels. Presentation discussed how armed groups such as terrorists, organized crime syndicates, and gangs will shape the nature of conflict globally and at the local level as well.
- **Guantanamo Detainees and the U.S. Constitution.** Salve Regina University, Newport, RI. In recognition of Constitution Day (Sept 17, 2008), invited as guest speaker to lead a student and faculty discussion about the legal challenges posed by America's terrorism strategy at Camp Delta, Guantanamo, Cuba.
- **Types of Armed Groups, Workshop.** National Strategy Information Center, Washington, DC. Invited as panel moderator joining 28 world-class academics and scholars examining the nature of future war specifically focused on Armed Groups as an emerging challenge to global security. Sponsored by an esteemed educational endowment, the workshop produced a syllabus, bibliography, and teaching material for academia at large.
- **Terrorism and Today's Military Officer: A Positive Perspective.** Illinois 2008 Public Health Emergency Preparedness Summit, Chicago, IL. Keynote speaker for state-wide gathering of 600 emergency health care professionals sponsored by the Illinois Dept of Public Health. Presentation, which

was streamed via world-wide web, shed light on how the experiences of actual war have created ethical and moral leaders who will shape American society for the next three generations.

- **Leading Organizational Change, Workshop.** Headquarters, Naval Criminal Investigative Service, Washington, DC. Designed and led a 3-day workshop for senior executive managers to refine organizational policy and corresponding implementation plan that aligns with NCIS mission and Navy strategies.
- **Perspectives on Homeland Security.** Masonic Lodge No. 25, Wakefield, RI Presentation looked at present national security challenges facing American citizens with a focus on struggle against radical Islamic extremists and government policies to keep citizens safe.
- **Is the War on Terror a World War?** Naval Justice School, Newport, RI. Looking at the legal nature of war, for an audience of military lawyers and judges; the presentation examined present struggle against radical Islamic extremists, international terrorism, and definitions of world war.
- **Public Policy Implications of American Detainee Operations at Guantanamo Bay.** Salve Regina University, Newport, RI. Presentation examined American policy in establishing the detainee holding operations at Camp Delta, Guantanamo Bay, Cuba. How have strategy and policy decisions shaped public perceptions of U.S. government actions? Audience was graduate-level public policy students.
- **Detainee Operations at Guantanamo: Strategic Update.** Rite Solutions Inc, Middletown, RI. With the transfer of high-value detainees to Camp Delta, Guantanamo, Cuba, America is faced with new challenges concerning detainee operations and long-term strategies. This presentation, to a corporate audience, examined recent developments and the impact on fighting global terrorism.
- **How Fighting Terrorism has Changed Today's Military.** General Federation of Women's Clubs, Narragansett, RI. Invited guest speaker on matters of military leadership emerging from today's armed forces. Audience was local citizenry from southern Rhode Island.
- **Considerations of Evolving Strategies for National Security.** Human Intelligence Training-Joint Center of Excellence, Fort Huachuca, AZ. Participant and guest lecturer at the Master Interrogator's Seminar. This Defense Department school provides advanced joint human intelligence training and certification in interrogation, debriefing, and military source operations in support of DoD operations worldwide. This seminar was an institutionalized event within which DoD, other government agencies and allied interrogation professionals related experiential datasets in a conference format specific to emerging human intelligence landscape.

## 2007

- **Terrorism and Today's Military Officer: A Positive Perspective.** Speakers Assembly of Southwest Florida, Fort Myers, FL. Panelist and guest speaker on matters relating to terrorism with emphasis on professional military education since 2001. Appeared with Dr. James Carafano of the Heritage Foundation and Robert Spencer, author of six books on radical Islam. Founded in 1996, the Southwest Florida Speakers Assembly was formed to enhance the educational and cultural opportunities of the community by providing distinguished speakers of national and international reputation. The Speakers Assembly has brought global political leaders, industry experts, leading economists, journalists, and educational professionals to enlighten and empower members on current events.
- **U.S. Navy Maritime and Counterterrorism Strategy.** Intelligence Specialist Analytical Training Program, Washington, DC. Presentation to newly employed intelligence analysts dealing with Defense Department challenges in defeating threats from foreign intelligence services and terrorism.
- **Terrorism and American Perceptions.** American Association of Retired Persons, Newport, RI. Discussing society's perceptions of the fight against terrorism, the presentation was designed to inform community leaders about commonly overlooked and underreported aspects of how America is pursuing its national interests. Scrutinize Guantanamo policy, domestic immigration policy, and the Defense Department role in civil society.
- **Understanding Radical Islam.** Salve Regina University, Newport, RI. Presentation examined thesis that extremist elements of Islam pose a deadly threat to the non-Muslim world, as expressed in the acclaimed film *Obsession: Radical Islam's War Against the West*. Audience was an undergraduate class studying terrorism and national security.

- **Counterintelligence: From George Washington until Now.** Association of Former Intelligence Officers, Kennebunk, ME. Presentation captured historic aspects of counterintelligence beginning with American Revolution to present day. Audience were retired intelligence professionals who themselves, were key participants in Cold War counterintelligence operations. Discussion blended counterterrorism with defeating foreign intelligence threats.
- **Is the War on Terror a World War?** Naval Justice School, Newport, RI. Looking at the legal nature of war, for an audience of military lawyers and judges; the presentation examined present struggle against radical Islamic extremists, international terrorism, and definitions of world war.
- **Has Fighting Terror Become a World War?** Yankee Operational Law Conference, RI. Invited speaker for an audience of military lawyers and legal professionals who advise the Defense Department on matters of operational military law. Explored the nature of war using theories from Clausewitz and Sun Tzu to examine present struggle against radical Islamic extremists, international terrorism, and definitions of world war. Presentation examined thesis that extremist elements of Islam pose a deadly threat to the non-Muslim world, as expressed in the acclaimed film *Obsession: Radical Islam's War Against the West*.
- **Has Fighting Terror Become a World War?** CENTCOM Counterintelligence / Human Intelligence Annual Conference, FL. Keynote speaker for an audience of intelligence operators and decision makers directly supporting U.S. Central Command. Explored the nature of war using theories from Clausewitz and Sun Tzu to examine present struggle against radical Islamic extremists, international terrorism, and definitions of world war. Presentation examined thesis that extremist elements of Islam pose a deadly threat to the non-Muslim world, as expressed in the acclaimed film *Obsession: Radical Islam's War Against the West*.
- **Teaching About Armed Groups, Workshop.** National Strategy Information Center, Washington, DC. Invited as a discussant joining 21 world-class academics and scholars who came together to develop curriculum material and teaching strategies specifically focused on Armed Groups as an emerging challenge to global security. Sponsored by an esteemed educational endowment, the workshop produced a syllabus, bibliography, and teaching material for academia at large.
- **Has Fighting Terror Become a World War?** Australian Strategic Policy Institute, Royal Australian Navy, Singapore Ministry of Defense, Singapore Institute of Defence and Strategic Studies, Singapore Press Holdings, Singapore Home Team Police Academy, Singapore Home Front Security, Maritime Institute of Malaysia, Royal Thai Institute of Advanced Naval Studies. Lectures specifically designed for international audiences. Explored the nature of war using theories from Clausewitz and Sun Tzu to examine present struggle against radical Islamic extremists, international terrorism, and definitions of world war. Presentations examined thesis that extremist elements of Islam pose a deadly threat to the non-Muslim world, as expressed in the acclaimed film *Obsession: Radical Islam's War Against the West*. Lectures coordinated by American Embassy in each country and the Naval Criminal Investigative Service.
- **Is the War on Terror a World War?** American Society of Mechanical Engineers, Seekonk, MA. Invited keynote speaker for regional meeting of scientific professional. The presentation examined present struggle against radical Islamic extremists, international terrorism, and definitions of world war.
- **Is the War on Terror a World War?** Naval Justice School, Newport, RI. Looking at the legal nature of war, for an audience of military lawyers and judges; the presentation examined present struggle against radical Islamic extremists, international terrorism, and definitions of world war.
- **Is the War on Terror a World War?** United States Attorney, Anti-Terrorist Advisory Council, Providence, RI. Presentation explored the nature of war using theories from Clausewitz and Sun Tzu to examine present struggle against radical Islamic extremists, international terrorism, and definitions of world war. Audience consisted of federal, state and local law enforcement officials who are in policy-making positions and homeland security preparedness organizations.
- **Is the War on Terror a World War?** Federal Law Enforcement Training Center, Glynco, GA. Multiple presentations explored the nature of war using theories from Clausewitz and Sun Tzu to examine present struggle against radical Islamic extremists, international terrorism, and definitions of world war. The presentation was hosted by FLETC which serves as an interagency law enforcement training organization for more than 80 Federal agencies. The Center also provides services to state, local, and international law enforcement agencies. Consolidation of law enforcement training permits the Federal Government to emphasize training excellence and cost-effectiveness. Professional instruction and practical application provide students with the skills and knowledge to meet the demanding challenges of a Federal law

enforcement career. This effort gained considerable momentum following a series of Congressional mandates in the 1990's. Impetus was again added following the Sept. 11, 2001 terrorist attacks. Audience was FLETC teaching faculty and management staff.

- **Understanding Radical Islam.** Bridgewater State College, Bridgewater, MA. Presentation examined thesis that extremist elements of Islam pose a deadly threat to the non-Muslim world, as expressed in the acclaimed film *Obsession: Radical Islam's War Against the West*. Audience was an undergraduate class studying terrorism and national security.
- **Understanding Radical Islam.** Rhode Island National Guard, Providence, RI. Keynote speaker at 2007 Adjutant General Officer's Call for hundreds of military officers recently returned from Iraq and Afghanistan. Presentation examined thesis that extremist elements of Islam pose a deadly threat to the non-Muslim world, as expressed in the acclaimed film *Obsession: Radical Islam's War Against the West*. Audience discussed their experiences on the battlefield and strategies for dealing with religious fanaticism.
- **Detainee Operations at Guantanamo: Strategic Update.** National Geospatial Intelligence Agency, St. Louis, MO. With the transfer of high-value detainees to Camp Delta, Guantanamo, Cuba, America is faced with new challenges concerning detainee operations and long-term strategies. This presentation examined recent developments and the impact on fighting global terrorism.
- **Putting Terrorism into Local Perspective.** Rotary International, Warwick, RI. Presentation to local business and community leaders concerned with impact of terrorism in Rhode Island. Audience interested in Defense Department activities and application of national strategies for combating terrorism.
- **The Nature of War and Fighting Terrorism.** National Geospatial Intelligence Agency, Washington, DC. Presentation explored the nature of war using theories from Clausewitz and Sun Tzu to examine present struggle against radical Islamic extremists, international terrorism, and national strategies for government reorganization and military response. The audience was senior intelligence analysts.
- **Exploring Radicalized Islam.** Community Collaborative of Southern Rhode Island, Narragansett, RI. Presentation examined thesis that extremist elements of Islam pose a deadly threat to the non-Muslim world, as expressed in the acclaimed film *Obsession: Radical Islam's War Against the West*. Audience was encouraged to discuss the implications of the film, and reflect on strategies for dealing with religious fanaticism.

## 2006

- **Terrorism, Proliferation and Transnational Crime.** Economics and Maritime Strategy Conference, Naval War College, Newport, RI. Moderated a workshop of world-renowned experts, including Rohan Gunaratna, who explored the implications of terrorism and transnational crime on U.S. maritime strategy. Remarks published in a conference summary.
- **Strategy Development and Implementation Theory.** Headquarters, Naval Criminal Investigative Service, Washington DC. One-day workshop for senior managers who develop strategy and policy for a world-wide counterintelligence, counterterrorism and criminal investigative organization. Emphasis on decision making and implementation in large complex organizations.
- **Is the War on Terror a World War?** Bentley College, Waltham, MA. Presentation explored the nature of war using theories from Clausewitz and Sun Tzu to examine present struggle against radical Islamic extremists, international terrorism, and national strategies for government reorganization and military response. The lecture was hosted by an elite private college and included a predominance of international students.
- **Terrorism and the Law.** Roanoke Region Police Certification Program, Roanoke, VA. Taught a one-day curriculum covering various aspects of national strategies for combating terrorism, the law, and Islamic extremism. Lesson satisfied rigorous Virginia standards for law enforcement certified training.
- **Exploring the Global War on Terror.** Ferrum College, Ferrum, VA. Presentation explored international terrorism and national strategies for government reorganization and military response. The lecture was hosted by an elite private college and was open to the public.
- **The State of Senior Military Education.** Ferrum College, Ferrum, VA. Invited speaker for Board of Trustees annual conference. Presentation explored curriculum at Naval War College and how, in a post 9/11 world, the nature of graduate-level education has changed.

- **Is the War on Terror a World War?** University of Rhode Island, Kingstown, RI. Presentation explored the nature of war using theories from Clausewitz and Sun Tzu to examine present struggle against radical Islamic extremists. The lecture was tailored for the Rhode Island Forensic Science Partnership.
- **Terrorism in the 21<sup>st</sup> Century.** New York Institute of Technology, Old Westbury, NY. Presentation looked at terrorism in the context of the corporate and private sector. The lecture was tailored for the Contingency Planning Exchange, a professional firm developing innovative strategies, tools and forums to advance the practice of business continuity and crisis management.
- **Is the World Facing Global Conflict?** College of Justice and Safety, Eastern Kentucky University, Richmond, KY. Invited for Distinguished Lecture Series to address students and faculty. Criminal Justice forum explored international challenges surrounding terrorism and implications for national security.
- **Has World War III Begun?** Global U8 Consortium - National Security, Natural Disasters, Logistics & Transportation: Assessing the Risks & the Responses, University of Rhode Island, Kingstown, RI. Panelist discussing global security challenges. International audience of corporate, military, intelligence and academics gathered for an annual conference. Remarks to be published in a conference summary.
- **Is This World War III?** Military Order of the World Wars, National Convention, Providence, RI. Keynote speaker at the annual convention of the Military Order of the World Wars, a federally recognized organization of distinguished military officers, with patriotic and community service goals, founded in 1919. Presentation explored the definition of “World War” and examined the threat of Islamic extremism from the perspective of non-Muslim nations.
- **Strategies for Maritime Terrorism and Piracy.** Singapore. Four presentations specifically designed for Singapore Navy, Singapore Police Intelligence Division, Home Team Police Academy, and Institute of Defence and Strategic Studies. Examination of current threats to shipping in the Malacca Straits and strategies for countering piracy in the region. Discussion also covered Southeast Asia regional assessment of maritime terrorism. Lecture coordinated by American Embassy and Naval Criminal Investigative Service.
- **Thinking about Terrorism and the Law.** Temasek Polytechnic University, Singapore. Presentation to an audience of select Singaporean law students studying comparative legal systems and the challenges in dealing with terrorism.
- **The Nature of Terrorism.** Bentley College, Waltham, MA. Invited lecturer as part of a course on 21<sup>st</sup> Century Conflict. The presentation informed the audience of the challenges facing future national security decision-makers as it pertains to war, and how America is dealing with terrorism as a political dilemma.
- **Military Solutions in the Global Terror War.** Eastern Kentucky University, Richmond, KY. Presentation to Army ROTC cadets and cadre about the nature of future war, the nature of the enemy, and how they, as future military leaders, will face unprecedented challenges.
- **State and Local Law Enforcement: Critical Players in the Global Terror War.** Georgetown Police Department, Georgetown, KY. Keynote speaker at a regional law enforcement awards banquet. This presentation was tailored for a large metropolitan police department with attendees from mayoral and city council offices, state police, and private industry. Presented an overview of USA Patriot Act and Department of Homeland Security programs designed to leverage local law enforcement assets in pursuing terrorism.
- **American Military Strategies for Global Terrorism.** Naples, Italy. Invited lecturer to address European security professionals on matters of counterterrorism and American military strategies for defeating terrorist extremism.

## 2005

- **Guantanamo Detainee Policies, Processes and Operations.** Naval War College, Newport, RI. Conference moderator for Pentagon presentation on current affairs at Camp Delta, Guantanamo Bay, Cuba. Panel members were the principles from Office of Military Commissions, the Joint Staff Detainee Operations Division, and the Office for Review of Detention of Enemy Combatants. Attendees were War College senior students and faculty; 2005.
- **The Ethics of Insurgency and Counter-Insurgency.** Naval War College, Newport, RI. Seminar moderator for 17<sup>TH</sup> Annual Professional Ethics Conference. Led discussion and strategic conversation on matters of ethics on the battlefield. Attendees included senior government policy makers.

- **Israel and the Palestinian Authority – Strategic Partners against Terrorism.** Beth El Temple, West Hartford, CT. Invited to address large congregational assembly on strategic implications of Israel’s unilateral withdrawal from Gaza and what it means for Hamas and other resistance groups.
- **Cold War Counterintelligence and Counterespionage - Lessons for the War on Terror.** Boston University, Boston, MA. Invited lecturer to discuss historic challenges in intelligence work and what can be applied to fight terrorism. Graduate-level audience in the School of International Relations.
- **Defining Success at Guantanamo: By What Measure?** Pell Center for International Relations and Public Policy, Salve Regina University, Newport, RI. Invited lecturer to discuss America’s strategy in the terror war at the U.S. Naval Base, Guantanamo, Cuba. Presentation based on personal experience interviewing Al Qaeda and Taliban fighters to an audience of academic and public policy professionals.
- **Israeli Disengagement from Gaza - A Strategic Bet.** Jewish War Veterans of America, Hartford, CT. Discussion and analysis of Israel’s unilateral withdrawal from the Gaza region. Prospects for Palestinian political success and implications for regional peace and reduction of terror. Potential strategies for Palestinian National Authority to engage with Israel on a host of common security concerns.
- **Detecting and Defeating the Strategy of Al Qaeda.** Philippines. Presentation specifically designed for Philippine National Police Academy and Philippine Public Safety College. Examination of the history, evolution, tactics and techniques of Al Qaeda as a world-wide terror organization and international counterterrorist strategies. Lecture coordinated by American Embassy and Naval Criminal Investigative Service.
- **Organizations and Processes for Fighting Terrorism.** Singapore. Four presentations specifically designed for Singapore Police Force, Singapore Internal Security Department, Singapore Navy, and Institute of Defence and Strategic Studies. Examination and explanation of the changes to American law enforcement and intelligence communities, with lessons learned and application for international allies. Lecture coordinated by American Embassy and Naval Criminal Investigative Service.
- **Strategies for Combating Terrorism.** Thailand. Presentation specifically designed for Thai Supreme Command, National Security Council, and Institute of Advanced Naval Studies. Examination of American strategies, criminal and military, and regional strategies for fighting terrorism. Lecture coordinated by American Embassy and Naval Criminal Investigative Service.
- **Detecting and Defeating the Strategy of Al Qaeda.** University of Rhode Island, Kingstown, RI. Examination of the history, evolution, tactics and techniques of Al Qaeda as a world-wide terror organization. Discussion of counterterrorist strategies. The lecture was tailored for the Rhode Island Forensic Science Partnership.
- **Spy Catching and Tales of Counterintelligence.** Senator Rush Holt History Conference, West Virginia University, Morgantown, WV. Opening lecture of noted history conference with theme of *Defining Security in an Insecure World.* Presentation captured historic aspects of counterintelligence beginning with American Revolution to present day.
- **Defining Success at Guantanamo: By What Measure?** Senator Rush Holt History Conference, West Virginia University, Morgantown, WV. Paper presentation to leading international and domestic history scholars. Lectured with Dr. Niall Ferguson of Harvard University.
- **U.S. Naval War College and the Terror War.** Valley Hunt Club Lecture Series, Pasadena, CA. Discussion of academic approaches preparing the nation’s military leaders for shaping future force structure. Presentation to influential military, academia and community leaders.
- **Terrorism and National Security.** University Club of Claremont College, Claremont, CA. Presentation to scholars and academics on matters dealing with the Bush Administration approach to global terrorism.
- **Implications of U.S. Strategy at Guantanamo, Cuba.** Naval Post-Graduate School, Monterey, CA. Lecture to military graduate-level students examining U.S. strategy in terror war.

## 2004

- **Defining Success at Guantanamo: By What Measure?** Military Operations Research Society (MORS), Newport, RI. Guest speaker at MORS workshop on *The Global War on Terrorism: Analytic Support, Tools and Metrics of Assessment* attended by military and contractor professionals skilled in analytic sciences with application to Defense Department challenges. Lectured with GEN Wayne Downing and Dr. Tom Barnett author of *The Pentagon’s New Map.*

- **Perspectives for Fighting Terrorism.** The 20<sup>th</sup> Conference of the Naval War Colleges of the Americas, Newport, RI. Lecture to heads of twelve Naval War Colleges from Argentina, Bolivia, Brazil, Chile, Colombia, Dominican Republic, Ecuador, El Salvador, Mexico, Peru, Uruguay, and Venezuela. Provided a comprehensive model for teaching about Terrorism and Homeland Security used at the U.S. Naval War College.
- **Organizations and Processes for Fighting Terrorism.** Harvard University, Cambridge, MA. Examination and explanation of the changes to American law enforcement and intelligence communities, with a particular focus on the 9/11 Commission Report. The lecture was tailored to a discerning audience of faculty and graduate students from Harvard, plus visiting academics from Europe.
- **Law Enforcement Processes for Fighting Terrorism.** University of Rhode Island, Kingstown, RI. Examination of the role American law enforcement will play in the future terror war. The lecture was tailored for the Rhode Island Forensic Science Partnership.

## 2003

- **Perspectives on Terrorism for National Security Strategy.** National Security Symposium, Adelphi, MD. Naval War College outreach lecture series for senior defense policy makers.
- **Studies in Combating Terrorism.** Boston College, Boston, MA. Survey of the challenges facing America in the global war on terror.
- **American Approaches to Counterterrorism and Counternarcotics.** Bolivia. Invited by the American Embassy to teach counterterrorism and counternarcotics strategies to senior members of the Bolivian Army, Navy and Air Force at their service academies.

## 2002

- **Homeland Security and the War on Terrorism.** National Security Symposium, Adelphi, MD. Naval War College outreach lecture series for senior defense policy makers.
- **9/11: What Difference Does a Year Make?** University of Rhode Island, Kingstown, RI. One year after the 2001 attack, this lecture defined successes and challenges in the ongoing global war on terrorism.
- **Terrorism: Challenges and Solutions.** National Security Symposium, San Francisco, CA. Naval War College outreach lecture series for senior defense policy makers.

## 2001

- **Spy Catching and Other Forensic Tales.** University of Rhode Island, Kingstown, RI. This lecture dealt with the use of forensic science, criminalistics, and intelligence disciplines in defeating terrorism and espionage and was designed to provide undergraduates with an overview of how the law enforcement careerist will play a pivotal role in national security investigations.
- **Perspectives on Terrorism after September 11.** University of Rhode Island, Kingstown, RI. This lecture was prepared sixteen days after the 9/11 attack and was designed to provide “a way ahead” for dealing the tragedy.

## 1998

- **Techniques in Counterintelligence.** Royal Thai Navy Headquarters, Bangkok, Thailand. Provided a comprehensive training curriculum to the Navy intelligence officers of the Kingdom of Thailand; 1998.

## OFFICIAL OVERSEAS TRAVEL

- Australia, Malaysia, Singapore, Thailand; 2007.
- Israel; Italy; Singapore; 2006.
- Philippines; Singapore; Thailand; 2005.
- Guantanamo, Cuba; 2004.
- Bolivia; 2003.
- Bahrain; China; Indonesia; Japan; Korea; Kuwait; Okinawa; Russia; Taiwan; Thailand; Singapore; United Arab Emirates; (repeatedly) 1996-1999.
- Ireland; Scotland; 1993.