

JEFFREY H. NORWITZ

PROFESSIONAL PROFILE

- Forty-four years career emphasis in Law Enforcement, Criminal Justice, Police Science, Complex Criminal Investigations, Explosive Ordnance Disposal, Counterintelligence, Counterterrorism, and Executive 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

- Adjunct Professor at **Eastern Kentucky University**, College of Justice and Safety; 2018
- Special Background Investigator for **Federal Bureau of Investigation (BICS)**; 2012-Present
- Senior Trainer, **Alutiiq Corporation, Northeast Counterdrug Training Center**; 2012-2017
- Board of Advisors for **SARK Securities Incorporated** (unpaid); 2010-2013.
- Guest lecturer for **Department of Homeland Security, Office of State and Local Training**; 2010-2011.
- Special Background Investigator for **CACI International Incorporated**; 2010.
- 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 to present time with access to Sensitive Compartmented Information (SCI) and Special Intelligence (SI)/TK/G/HCS.

EMPLOYMENT SPECIFICS

- **Eastern Kentucky University, College of Justice and Safety; 2018**
Richmond, Kentucky
Job title: Adjunct Professor
Designed and created undergraduate course entitled *Principles of Criminal Investigation*. A detailed study of investigative procedure as it applies to fire, arson, explosion and other persons and property crimes. Develop a working knowledge of the steps of investigation beginning with initial security of the crime scene and concluding with the presentation of evidence.
- **Federal Bureau of Investigation, BICS; 2012 - Present**
Arlington, Virginia
Job title: Special Background Investigator
FBI/BICS conducts background investigations for FBI security clearance applications, including applications from state and local officials. Typical background investigations include verification of citizenship, credit, and criminal history checks. For a top secret security clearance, the background investigation includes additional checks such as the verification of education, employment, and residences within the past 10 years. Interviews of friends, coworkers, supervisors, and neighbors also are conducted.

The background investigation may be expanded if an applicant has resided abroad or has a history of mental health disorders, drug or alcohol abuse.

○ **Alutiiq Corporation, Northeast Counterdrug Training Center; 2012-2017**

Fort Indiantown Gap, Annville, PA

Job title: Senior Trainer

Alutiiq Corporation is an Afognak Native Corporation, offering full-service training and professional consulting to federal, state and local government agencies. Alutiiq is a proven source of training services to federal, state and local law enforcement agencies. Its exceptional record of providing the most current and essential training has made its courses highly sought after by law enforcement agencies.

As a Senior Trainer, designed and created a 3-day college accredited course entitled *Middle Eastern Intelligence*. The purpose is to familiarize Homeland Security and Law Enforcement practitioners with the history of the Middle East and the culture of regional peoples so that attendees can conduct effective liaison, community outreach, and investigations within the Middle Eastern community. The course is funded and offered through the Northeast Counterdrug Training Center, Fort Indiantown Gap, Annville, PA.

○ **SARK Securities Incorporated 2010 - 2013**

Tampa, Florida

Job title: Board of Advisors (unpaid)

Served on the Board of Advisors in an unpaid capacity. SARK Securities is considered one of the defense industry's most progressive privately held training service providers. SARK Securities explicitly supports the United States military, federal, state and local law enforcement instructor community.

○ **Department of Homeland Security, Office of State and Local Training 2010 - 2011**

Glynco, Georgia

Job title: Guest Lecturer

Developed and presented training symposium courses to broaden the attendees' understanding of the ever-changing nature of terrorism. The course focused on the role of state & local authorities in the "global terror war" with an emphasis on implementing counterterrorism strategies. Throughout the course, students gain an appreciation for the operational reality that "all terrorism is local." Wherever acts of terrorism occur, the incident is inherently a local affair. Terrorists, supporters, and surrogates all operate where they have routine contact with state, tribal, and local law enforcement officers. When local officers are effectively trained and equipped, they literally become the most effective counterterrorism element.

Courses developed:

Middle Eastern Intelligence

All Terrorism is Local

Islam for Security Professionals

○ **CACI International Incorporated 2010**

Arlington, Virginia

Job title: Special Background Investigator

On behalf of Office of Personnel Management (OPM), conducted background investigations for the purposes of employment suitability and security clearance determinations. Such investigations require face-to-face interviews with subject, neighbors, coworkers, friends and associates as well as record searches at law enforcement agencies, courthouses and mental health, financial and educational institutions relative to the subject of investigation. Findings are compiled and submitted in a clear and concise report using a government computer system.

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

Glynco, Georgia

Job Title: Senior Instructor, Counterterrorism Division

Served 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. Responded 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.

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

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

Monitored 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. Assessed both individual and group performance in various training settings. Ensured that programs/courses are conducted within the parameters of sound professional methodologies and that all personnel are compliant with established training procedures.

Used life experiences from law enforcement to enhance course content and respond to student questions. Exercised 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.

Oversaw and/or participated in developing course and program material in the counterterrorism instructional field. Initiated 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.

Participated in developing and/or revising lesson plans. Developed orientation or supplemental training workshops. Participated in the analytical processes involved in the development and delivery of training courses.

Conducted research on emerging technology, practices, and techniques to enhance instructional knowledge and skill. Served 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

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

Newport, Rhode Island

Job Title: Visiting Professor / NCIS Representative

Conducted classes and seminars in support of the basic curriculum, consistent with standards prevalent in graduate-level instruction. Supported other academic endeavors by preparing and delivering lectures, participating in panel discussions, and escorting and/or introducing visiting lecturers. Assisted 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, analyzed, and

critiqued student assignments, essays, case study reports, and papers. Monitored and evaluated student performance. Conducted tutorials with students. Conducted and/or supervised 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

Planned, organized, conducted, and directed extremely complex, ultrasensitive criminal, counterintelligence, counterespionage, and internal security investigations in addition to intelligence collection operations of international/national significance.

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

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

Assisted in preparation of cases for trial in federal district courts. Testified before grand juries, courts, and administrative hearings on results of completed investigations. Demonstrated 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.

Initiated and maintained 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 assigned geographical area.

Maintained extensive knowledge of the Federal Rules of Evidence and the Federal Rules of Criminal Procedure. Recognized, developed, prepared, preserved and presented evidence in a manner that met requirements for presentation in court or other legal and administrative proceedings.

Qualified in the handling and use of firearms and capable of performing arduous physical duties.

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: 1st Lieutenant

Commanded the Military Police Detachment of the 50th 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 4th 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 4th Military Police Company.

Specialty Assignment:

Nuclear weapon transport and security

SPECIALIZED HIGHLIGHTS

- **Board of Advisors, SARK Securities Incorporated.** Provide professional advice as it relates to national security training and educational programs in the private sector. Guidance to a corporate audience that has multiple government contracts with federal, state, local, tribal, and military law enforcement clients. Assist in order to grow world-class training courses and attract a cadre of instructors.
- **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 2nd Lieutenant in Military Police Corps. Airborne qualified. Duties included security of nuclear weapons; 1974.

JOB RELATED TRAINING

Federal Law Enforcement

- Office of Personnel Management (OPM) Special Background Investigator Certification 2010
- Law Enforcement Senior 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 21st 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).

Chapters

Jeffrey H. Norwitz. “Disrupting Armed Groups: Human Intelligence Strategies.” In Keith Logan, ed. *Homeland Security and Intelligence*. 2nd ed. (Santa Barbara, Praeger Publishers, 2018), 273-290.

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*, 8th 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, WGPU 90.1 FM, Fort Myers, FL
- New York Times Newspaper
- Providence Journal Newspaper
- The Salt Lake Tribune Newspaper

INVITED LECTURER AT THESE ACADEMIC ORGANIZATIONS

DOMESTIC

- 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
- Naval Post Graduate School, California
- New York Institute of Technology, New York
- Pell Center for International Relations and Public Policy, Rhode Island
- Salve Regina University, Rhode Island
- University of Rhode Island, Rhode Island
- United Nations, New York
- West Virginia University, West Virginia

INTERNATIONAL

- Australian Strategic Policy Institute, Australia

- Geneva Centre for Security Policy, Switzerland
- Maritime Institute of Malaysia, Malaysia
- Qatar International Academy for Security Studies, Qatar
- S. Rajaratnam School of International Studies, Singapore
- Temasek Polytechnic University, Singapore
- Australian Strategic Policy Institute, Australia

ACADEMIC COURSES DESIGNED AND TAUGHT

- **Islam for Security Professionals, client focused course**. A security professional is pragmatic, unbiased, and open-minded, with a curiosity and passion for professional growth. The objective of this course is to enlighten security professionals about the fastest growing religion in the world in order that attendees can conduct effective liaison, community outreach, investigations, intelligence best-practices, and successfully interrelate with persons from Muslim communities. Furthermore, attendees will be exposed to the religious, political, and cultural foundations of Islam thereafter discovering common ground in matters of protecting society. The lecture guarantees attendees, regardless of background, will leave with increased clarity, solutions, and a desire for continued learning about Islam.
- **Middle Eastern Intelligence, Northeast Counterdrug Training Center**. The purpose of this three-day, college accredited, and interactive adult-learning workshop is to familiarize attendees with the history of the Middle East and the culture of regional peoples with special focus on Islam as a religion and as a way of life. Additionally, this course explores the U.S. intelligence community, intelligence sharing environment, and mechanisms to defeat domestic and global terrorism with and without religious underpinnings. This course will provide critical knowledge and practical skills in order that attendees can more effectively operate in the national security and successfully communicate with persons from the Middle East overseas or state-side. Furthermore, attendees will become more effective producers and consumers of intelligence as well counterterrorism planners.
- **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.

OFFICIAL OVERSEAS TRAVEL

- Switzerland, Qatar; 2012
- Qatar; 2011
- 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.