



NPS IN THE NEWS

Weekly Media Report – May 24-30, 2022

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SGL:

[Vice Chief of Naval Operations Talks “Get Real, Get Better” During Latest SGL at NPS](#)

(Navy.mil 24 May 22) ... Mass Communication Specialist 2nd Class James Norket

(NPS.edu 24 May 22) ... Mass Communication Specialist 2nd Class James Norket

Vice Chief of Naval Operations Adm. William Lescher spoke to Naval Postgraduate School (NPS) students, faculty and staff about the Navy’s “Get Real, Get Better” initiative and how the Navy plans to stay ahead in today’s era of strategic competition during the latest Secretary of the Navy Guest Lecture (SGL), May 4.

EDUCATION:

[Center for Homeland Defense and Security Celebrates 20th Anniversary](#)

(Monterey Herald 27 May 22) ... Graycen Wheeler

Salinas Mayor Kimbley Craig was still a city council member when she entered the master’s program at the Center for Homeland Defense and Security in Monterey. She said she “felt a little bit like Big Bird” in the sea of police officers, Secret Service members and employees from the U.S. Department of Homeland Security who were her classmates... The master’s program is designed to be accessible to all kinds of people — local first responders, FEMA employees, intelligence agents, city government officials and more. Most of the students wouldn’t be able to take 18 months away from their jobs to attend a traditionally structured master’s program. Instead, they visit the **Naval Postgraduate School** in Monterey for two weeks each quarter and complete rigorous remote coursework for the rest of their time in the program.

RESEARCH:

[School Shootings Have Dramatically Spiked this Decade, Data Shows](#)

(We are GreenBay 25 May 22)

(Pocono Record 27 May 22) ... Christa Caceres

(USA Today 27 May 22) ... BrieAnna J. Frank

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[For 'Lockdown Generation' School Shootings are Their Reality](#)

(The Washington Post 26 May 22) ... Collin Binkley

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(Reuters 27 May 22) ... Tim Reid

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(KFGO 27 May 22) ... Thomson Reuters

A day after the school massacre in Texas, Ohio teacher Renee Coley thought her sixth grade students would need time to process, so she opened class with a video about the news and started a discussion. Some students said



they were sad. Some were dismayed the 19 slain children were so young... Although mass shootings of that magnitude are rare, researchers at the **Naval Postgraduate School** have recorded 504 cases of gun violence at elementary, middle and high schools since the start of 2020 — a number that eclipses the previous eight years combined.

[States With the Most School Shootings](#)

(MSN 27 May 22) ... Sharon Lurye

(U.S. News 27 May 22) ... Sharon Lurye

(U.S.A Today 27 May 22) ... Marina Pitofsky

The massacre in Uvalde, Texas this week illustrates a troubling trend: More and more people are falling victim to school shootings, with Texas leading the pack as the state with the highest number of incidents in the past 10 years.

From 2012 to the present, there have been 540 school shooting incidents nationwide that resulted in at least one victim killed or wounded, according to data compiled by the Center for Homeland Defense and Security at the **Naval Postgraduate School** in Monterey, California. That includes 43 incidents in Texas, 41 in California, 37 in Illinois, 31 in Florida and 26 in Pennsylvania.

STUDENTS:

[There Are Still Lessons to be Learned from History](#)

(Small Wars Journal 24 May 22) ... Pete Reider

Book Review of Edwin Price Ramsey and Stephen J. 1990. Lieutenant Ramsey's War: From Horse Soldier to Guerrilla Commander. Lincoln: Potomac Books, Inc, An imprint of the University of Nebraska Press... MAJ Pete Reider is a active duty Civil Affairs Officer, with multiple deployments to the CENTCOM AOR. He is currently a graduate student at the **Naval PostGraduate School** studying defense anaylsis.

FACULTY:

[Flexible Response and Integrated Deterrence at Sea in the 21st Century: Implications for the U.S. Navy](#)

(Military Strategy Magazine 25 May 22) ... James A. Russell

James A. Russell is an associate professor in the Department of National Security Affairs at the **Naval Postgraduate School** in Monterey, CA, where he teaches courses on military innovation and strategic theory.

Is there a relationship between what senior U.S. officials today call “integrated deterrence” with Western strategy from an earlier era known as Flexible Response developed by NATO in 1967 to address the military threat posed by the Soviet Union and Warsaw Treaty Organization to Western Europe? There is a distinctive intellectual genealogy between these terms, which require strategists and policy makers to examine the implications for 21st century maritime strategy and naval power.

[Diverging US and Indian Approaches to Europe: The Problem of Ukraine](#)

(ORF Online 24 May 22) ... S. Paul Kapur

The US-India strategic partnership is rooted in the Indo-Pacific region. Nonetheless, developments in Europe, such as the war in Ukraine, have implications for US-India cooperation. The Ukraine conflict could distract the US, diverting its attention to Europe, and impeding its efforts to build Indian strategic capacity. Differing responses to the war can also create tensions between the two countries, as the US seeks to punish Russia, and India remains neutral. India and the US must reconcile their approaches to strategic developments in Europe. Failure to do so will not undo their strategic partnership but could create unnecessary obstacles to cooperation... Paul Kapur is a Professor at the US **Naval Postgraduate School** and a Visiting Fellow at the Hoover Institution.

ALUMNI:

[Navy Commander to Lead Memorial Day Parade](#)

(Boothbay Register 24 May 22) ... Jane Carpenter

U.S. Navy Commander Kelly Craft will lead the Boothbay Harbor Memorial Day parade as grand marshal. The Florida native is the commanding officer of PCU Carl M. Levin, a DDG 120 currently at General Dynamics Bath Iron Works.



Craft graduated from Jacksonville University in 2005 with a bachelor of science degree in computer information systems as well as a commission in the U.S. Navy through the Naval Reserve Officer Training Corps. In 2013, he received a master's in national security and strategic studies from the Naval War College, and completed the Joint Professional Military Education Phase I. He completed a Master of Systems Analysis (M.S.A.) degree with the **Naval Postgraduate School's** distance learning program in 2019.

[Navy Hero, Author to Speak at Memorial Day Service](#)

(Times Virginian 27 May 22)

American Legion Post 104 and Veterans of Foreign Wars Post 9855 will hold their annual Memorial Day service at 11 a.m. Monday in the Ministry Center at Liberty Baptist Church, 1709 Church Street in Appomattox... Commander Lippold is a graduate of the U.S. Naval Academy and received his commission in the Navy in 1981. He served on several ships, including a tank landing ship and guided missile cruisers and destroyers. He graduated from the **Naval Postgraduate School**, where he received a master of science degree in Systems Engineering and is also a 1994 graduate of the United States Army Command and General Staff College.

[Former 4 Star Army General Appointed As New White House Port Envoy](#)

(gCaptain 27 May 22) ... Mike Schuler

(Times Union 29 May 22) ... Kenneth C. Crowe

The White House and the U.S. Department of Transportation announced Friday the appointment of retired General Stephen R. Lyons, former Commander of the U.S. Transportation Command (USTRANSCOM), as the Biden Administration's new port envoy to address bottlenecks in the supply chain, speed up the movement of goods, and help lower costs for American consumers... Lyons brings to the table a little over three years worth of experience leading USTRANSCOM, a Combatant Command of the Department of Defense responsible for coordinating transportation services for the U.S. military and government, from 2018 to 2021. Prior to that her served as USTRANSCOM deputy commander from 2015- 2017. His military career spans 36 years of service. He also holds two master's degrees, one from the **Naval Postgraduate School** in logistics management (1993); and a second from the Industrial College of the Armed Forces in national resource strategy (2005).

[Meet the Candidates: Michael Franken](#)

(KMA Land 27 May 22) ... Mike Peterson

KMA News continues its "Meet the Candidates" series, featuring the candidates running in key races in the June 7 Iowa Primary. Today's report features the third of three candidates running for the U.S. Senate's Democratic nomination, retired Admiral Michael Franken.

Born and raised in Sioux Center, Iowa, Franken worked alongside his father in a farm shop, as well as three years at a slaughterhouse to pay for college. After obtaining a Navy scholarship, Franken earned a bachelor's degree in engineering from the University of Nebraska, a master's degree from the **Naval Postgraduate School's** College of Physics, and professional studies at MIT, the University of Virginia's Darden School of Business, and the Brookings Institute. Darden served 36 years in the U.S. Navy, retiring as a three-star admiral in 2017. Franken worked in a variety of positions in Washington, D.C., including chief of legislative affairs under President Barack Obama. Speaking on KMA's "Morning Line" program Friday morning, Franken says the attack on the U.S. Capitol in January, 2021 prompted him to run for the Senate seat currently held by Republican incumbent Charles Grassley. He also believes his experience is a plus.

[An Enhanced Worldview](#)

(OSU 27 May 22) ... Jami Mattox

Lia Mastronardi is passionate about two things — logic and cultures. Three, if you count her cat, TomTom... In 1992, Mastronardi caught the attention of her superiors and was selected to attend **Naval Postgraduate School**, where she earned a master's degree in national security affairs, she said. During this time, Mastronardi discovered her affinity for languages, she added.

[New Director Joins LSU's Stephenson National Center for Security Research and Training](#)

(LSU 26 May 22) ... Eddy Perez

LSU's Stephenson National Center for Security Research and Training, or SNCSRT, has a new executive director, James Olson... Olson has a bachelor's degree in physics from the University of North Texas and dual master's degrees in meteorology and physical oceanography from the **Naval Postgraduate School**. He served as a



nuclear submarine officer, flight meteorologist, geospatial and satellite resources collection manager and science and technology program manager for the Navy.

[NYPD Commissioner Sewell Announces New Executive Designations and Appointments](#)

(NYC 28 May 22)

Chief Jeffrey B. Maddrey has been appointed Chief of Patrol by Police Commissioner Keechant L. Sewell. Chief Maddrey has served in eight precincts and been the commanding officer of Patrol Borough Brooklyn North, the Chief of Community Affairs and the Chief of the Housing Bureau. “Chief Maddrey is one of the best-known leaders in the NYPD and he has managed to blend his talents as an effective crime-fighter with his deep passion for community policing in a way that has touched so many police officers and citizens,” said Commissioner Sewell. Chief Maddrey holds a Master of Science degree in Human Services Leadership from St. Joseph’s College, and a Bachelor of Science degree in Criminology from John Jay College. He is also a 2007 graduate of the Police Management Institute at Columbia University.

Kathleen O’Reilly, has been appointed Chief of the NYPD’s Housing Bureau. Chief O’Reilly has been the commanding officer of Manhattan North, the NYPD’s Transit Bureau and Chief of Patrol. “Kathleen has taken on every challenge that has come her way from leading the protection of Pope Francis on his 2015 visit to New York, to fighting crime in Harlem and Washington Heights and then taking on the challenge of protecting our transit system through the Pandemic and recovery. Kathy began her career as a Housing police officer in 1991 in Harlem. She knows these developments and she leads from the front. I am looking forward to her leadership in reaching out to the residents and protecting the largest public housing developments in the nation,” said Commissioner Sewell. Chief O’Reilly holds a Master of Arts degree in Criminal Justice from John Jay College and a Bachelor of Science degree in Criminology from the State University of New York. She is a 2007 graduate of the Police Management Institute at Columbia University, and a June 2012 graduate of the Harvard Kennedy School Executive Education and in 2017, a Master’s Degree in Homeland Security from the **Naval Postgraduate School** in Monterey California.

[A Career Under the Sea](#)

(Chronicle Online 29 May 22) ... Jeff Bryan

Being on the water has always been a part of John Roussakies’ life, especially growing up in Homosassa...“I enjoyed the relationships of a small community and wanted to be part of a highly skilled cohesive team,” explained Roussakies, who has a bachelor’s degree in mechanical engineering from Florida and a Master’s of Mechanical Engineering from **Naval Postgraduate School**. “After riding my first submarine during summer Midshipman training, I knew I found exactly what I was looking for and have never regretted my decision.”

UPCOMING NEWS & EVENTS:

June 6: [SGL with Mr. Jason Zander “Fifth Domain Competition: A conversation with Microsoft Executive Vice President”](#)

June 7: [The Need for US Seapower in a Challenging World](#)

June 7: Spring Graduation Awards Ceremony

June 17: [Spring Graduation Ceremony](#)

June 20: Juneteenth Independence Day (Federal Holiday)



SGL:

Vice Chief of Naval Operations Talks “Get Real, Get Better” During Latest SGL at NPS

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Vice Chief of Naval Operations Adm. William Lescher spoke to Naval Postgraduate School (NPS) students, faculty and staff about the Navy’s “Get Real, Get Better” initiative and how the Navy plans to stay ahead in today’s era of strategic competition during the latest Secretary of the Navy Guest Lecture (SGL), May 4.

Lescher, an NPS graduate who completed his master’s degree in aeronautical engineering while attending the Naval Test Pilot School, spoke about the Navy’s path forward as it transitions from supporting troops deployed into a land-locked region to addressing near-peer competitors such as China and Russia.

“We are going through a change in our strategic context,” said Lescher, who has served as VCNO since May 2020. “We are pivoting from supporting forces ashore for the last 20 years to the new challenge of great power competition.”

Lescher then turned to the emphasis of his message to the NPS community ... detailing the Navy’s “Get Real, Get Better” (GRGB) initiative, first announced by Chief of Naval Operations Adm. Michael Gilday in January 2022. GRGB is a call to action for every Navy leader to apply a set of Navy-proven leadership and problem-solving best practices that empower personnel to achieve exceptional performance.

Gilday shared more about the effort at the recent 2022 Surface Navy Association Symposium.

“History shows the navy which adapts, learns, and improves the fastest gains an enduring warfighting advantage. The essential element is fostering an ecosystem – a culture – that assesses, corrects, and innovates better than the opposition,” he said.

The GRGB initiative plans to do just that.

Over the last several years, upper-echelon Navy leaders have spent countless hours observing and taking notes on industry leaders outside of the Department of Defense (DOD) in an effort to improve the Navy’s warfighting ability. They have worked with commercial airlines and studied their maintenance routines and how they consistently have their planes ready. And they have monitored corporate giants like Microsoft and learned how they get technology and innovation moving forward.

“We’ve spent the better part of four years thinking hard, with our heads down, quietly learning about how we can make the Navy better,” Lescher said.

After several years of learning, the Navy created the GRGB structure.

“First, the Navy must get real,” Lescher said. “We have to self-assess and be our own toughest critics. We need to be honest about our abilities and be fully transparent about our performance. Once we ‘embrace the red,’ we will be able to identify solutions and more realistically predict our mission readiness.”

“Secondly, we must get better,” he continued. “We need to be able to self-correct by continuously fixing small problems at the lowest level before they become a large issue. We must identify and fix root causes rather than adapting to issues that arise. And we need to clearly identify people who are accountable at every level.”

After his presentation, Lescher fielded several questions from NPS students regarding the details of the new program and how they can affect change as mid-career officers advancing their effectiveness through graduate education.

More than once, Lescher reiterated to students that they should be courageous, speak truth to power, and be a driving force forward to make the Navy’s processes and assets serve as examples of “world-class performance.”

[Vice Chief of Naval Operations Talks “Get Real, Get Better” During Latest SGL at NPS > United States Navy > News-Stories](#)



EDUCATION:

Center for Homeland Defense and Security Celebrates 20th Anniversary

(Monterey Herald 27 May 22) ... Graycen Wheeler

Salinas Mayor Kimbley Craig was still a city council member when she entered the master’s program at the Center for Homeland Defense and Security in Monterey. She said she “felt a little bit like Big Bird” in the sea of police officers, Secret Service members and employees from the U.S. Department of Homeland Security who were her classmates.

“As a local official, I was like, ‘Apparently clicked the wrong button,’” she said remembering.

But Craig quickly learned how much she and her classmates could learn from each other.

“The program is designed to put people from different backgrounds — it’s not all cops and firefighters — in the same room,” Craig said. “And we bring our own respective backgrounds to discuss how to really reduce crime in our communities.”

The Center for Homeland Defense and Security celebrates its 20th anniversary this year. The Center offers programs to educate elected officials, first responders and other public safety officials to think critically and develop creative, collaborative solutions to homeland defense problems. As not only the Center’s director but also a graduate of the first class to enter its master’s program, Glen Woodbury is in a position to celebrate both the Center’s past and its future.

“I found that the program changed the way I thought about things,” Woodbury said. “Not just about homeland security, but how I approached issues and problems and opportunities.”

Before he completed the master’s program as part of its first class, Woodbury was Washington state’s director of the Emergency Management Division. At the time, he noticed they didn’t communicate across disciplines very often. “It would be rare for us to sit down and have a meeting with a firefighter or a police officer and emergency management or a public health person in the same room.”

The Center for Homeland Defense and Security was already in the works, but the Sept. 11 attacks highlighted just how needed it was. “One of the findings of the 9/11 Commission Report was that there was a failure of imagination, but also that we were overly stovepiped,” Woodbury said. “People in different agencies didn’t talk to each other, and that’s one of the reasons we were vulnerable.”

In the 20 years since the Center for Homeland Defense and Security started its programs, conversations between different emergency response groups have become more common, Woodbury said. “And I think we sparked a lot of that through our work and just by emphasizing that this is really important.”

Graduates from the program take what they’ve learned and propagate it within their communities. “I’m certainly preaching it from the highest mountaintop,” Craig said. “To have an elected official, a police commander and a fire captain here (in Salinas), who have all graduated from the program and subscribe to that philosophy of sharing information is really important.”

Over their master’s degree and other programs, the Center for Homeland Defense and Security has matriculated about 3,300 students. These alumni include several Monterey County officials and first responders, including Mayor Craig, Salinas Police Commander John Murray, Marina Police Commander Donna White and Karen Smith of the Monterey Health Department. Several other graduates have served in Monterey County and have since retired.

And those alumni are busy. Heather Issvoran, the Center for Homeland Defense and Security’s director of strategic communications, puts together a bulletin every week to highlight their work across the county. “There’s always five or six stories of how our alumni are making change or getting promoted

or writing or contributing somehow to homeland security,” she said. “It’s hard to keep up, honestly. But it’s fantastic.”

The master’s program is designed to be accessible to all kinds of people — local first responders, FEMA employees, intelligence agents, city government officials and more. Most of the students wouldn’t be able to take 18 months away from their jobs to attend a traditionally structured master’s program. Instead, they visit the **Naval Postgraduate School** in Monterey for two weeks each quarter and complete rigorous remote coursework for the rest of their time in the program.

The program is a change of pace for many of its students, Woodbury said. “It’s an opportunity for them to step back from the tactical aspect and the day-to-day stress of their jobs and say, ‘OK, let me think about things, let me share my thoughts and let me come up with new ideas.’”

The master’s students pay nothing out-of-pocket to attend the program — tuition, books and a per diem are all sponsored by FEMA or another government agency. “It helps with smaller jurisdictions that otherwise wouldn’t have access, so that allows us to have the diversity that we have in the programs,” Issvoran said.

It might seem tricky to develop a curriculum that works for students from so many different personal and professional backgrounds, but Woodbury said that the programs focus on larger skillsets. “We’re not teaching people how to be a law enforcement officer or a firefighter,” he said. Instead, the program teaches how communities develop infrastructure, how social identities form and how emerging technologies can help contribute to or prevent crises.

“It’s not just a master’s degree that you get and you go away,” Issvoran said. “They’re already passionate about the work they do tactically and operationally, but now it’s like, ‘Oh my God, the world is such a bigger place.’”

The bonds between students also last long after the program is over. Craig’s classmates started a group text when they entered the program in 2015 and are still chatting on it seven years later.

“That’s the nature and the beauty of the program: the level of respect that’s paid to you and the level and respect that you’re expected to give to others,” Craig said. “I’ll fight tooth and nail for the rest of my life for that program.”

<https://www.montereyherald.com/2022/05/30/center-for-homeland-defense-and-security-celebrates-20th-anniversary/>

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RESEARCH:

School Shootings Have Dramatically Spiked this Decade, Data Shows

(We are GreenBay 25 May 22)

(Pocono Record 27 May 22) ... Christa Caceres

(USA Today 27 May 22) ... BrieAnna J. Frank

Shootings in schools have spiked nationally in the late 2010s and through the early 2020s, according to statistics from the Center for Homeland Defense and Security at the Naval Postgraduate School.

The database documents when a gun is brandished, a gun is fired, or a bullet hits K-12 school property for any reason, regardless of the number of victims, time of day, or day of week. There have been 1,322 individual shootings since the 1970s, resulting in 426 deaths and 1,225 injuries.

The nation’s most populous states have recorded the highest number of school shootings since 1970. California has had 214 since 1970, Texas has had 175, Florida 120, Illinois 110 and Pennsylvania 88.

Nationally, the number of school shootings had been rising slowly until the mid-2010s, when instances spiked dramatically.

The nation experienced 118 school shootings in 2018, the first year recorded with over 100. Every year since then has had more than 100 school shootings. They peaked in 2021 with 251, which is roughly ten times the average annual count through every year prior.



Uvalde native Matthew McConaughey says ‘we are failing’ after school shooting in hometown
Each decade has seen an increase in school shootings, but none nearly as dramatic as the 2020s.

Through the 1970s, there were an average 17 school shootings per year. The 1980s saw a small increase to 22 per year. There were 29 per year through the 1990s, and 36 per year through the 2000s. During the 2010s, the average number of school shootings per year had risen to 52. Through the first years of the 2020s, there have been an average of 168 per year.

[School shootings have dramatically spiked this decade, data shows | WFRV Local 5 - Green Bay, Appleton \(wearegreenbay.com\)](#)

[Christa Caceres: Now is the time to protect our kids \(poconorecord.com\)](#)

[Fact check: Claim understates number of school shootings in the US \(usatoday.com\)](#)

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For 'Lockdown Generation' School Shootings are Their Reality

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A day after the school massacre in Texas, Ohio teacher Renee Coley thought her sixth grade students would need time to process, so she opened class with a video about the news and started a discussion. Some students said they were sad. Some were dismayed the 19 slain children were so young.

After a few minutes, though, the conversation fizzled. Students were ready to move on with their day. To Coley, it was a grim reminder that the students had seen it all before, had grown accustomed to the ever-present threat of guns in school.

“They have no questions because these kids have grown up their entire lives and this has been the reality for them,” said Coley, who teaches in Reynoldsburg, outside Columbus. “They’ve processed this so many times. ... It’s just another news day for them.”

The interaction highlights how students across America have grown up numb to the violence that has been playing out throughout their lives in schools and communities — and in much greater frequency since the pandemic.

The bloodbath at Robb Elementary in Uvalde, Texas, Tuesday marked the deadliest school shooting in the U.S. since the 2012 massacre at Sandy Hook Elementary in Newtown, Connecticut. Police say the shooter, an 18-year-old man, was killed by law enforcement at the school. Two teachers were also killed.

Although mass shootings of that magnitude are rare, researchers at the **Naval Postgraduate School** have recorded 504 cases of gun violence at elementary, middle and high schools since the start of 2020 — a number that eclipses the previous eight years combined.

The database includes a range of cases, including students brandishing guns or opening fire in classrooms, bathrooms, cafeterias or gyms. It counts students who have used guns to take their own lives at school. And it also tracks violence that doesn’t involve students, including overnight shootings near school grounds.

An alarming number have involved teens who turned to violence to resolve spur-of-the-moment conflicts, said David Riedman, a criminologist who co-founded the database at the **Naval Postgraduate School’s** Center for Homeland Defense and Security.

“The majority of those incidents are escalations of disputes,” Riedman said. “There are more teenagers carrying concealed handguns in school who are getting into fights and shooting people. And that is not something that we were seeing before the pandemic.”



Violence and other trauma have become common enough for schoolchildren that Chicago Public Schools developed a 15-page guide called “The Day After,” to help teachers and staff coach students through processing painful events.

The proliferation of guns in homes, coupled with an overburdened mental health system that has left many students without the help they need, has fueled the increase in school gun violence, researchers say.

In fact, violent incidents involving guns have increased across all of America since the pandemic started — not just in schools.

“Gun violence is like a flood, and when your community is flooded, all your buildings take on water,” said Dewey Cornell, a psychologist and director of the Virginia Youth Violence Project at the University of Virginia.

Schools are still among the safest places for children, Cornell emphasized, with most killings taking place in homes, public streets or other locales. But he also thinks mass shootings in schools will continue unless America addresses its longstanding shortage of school mental health workers.

“Some kids get helped, but a small number come away traumatized and scarred, angry and aggrieved,” he said. For some of those, “at some crisis point in their life, they are going to commit some type of violent act toward themselves or others.”

After every mass school shooting, Laurel Brooks, a high school graphic design and game-art teacher in Charlotte, North Carolina, tries to guide students through conversations and artwork that can help them express their thoughts. After the 2018 shooting in Parkland, Florida, that killed 14 students and three staff members, students worked on a graphic essay that described themselves as “the lockdown generation.” The theme has resonated with subsequent classes.

“It is frightening that it is consistent,” she said. “They have grown up with it. ... They are still children, and they shouldn’t have to be resilient to this kind of trauma.”

Los Angeles social studies teacher Nicolle Fefferman started her high school classes Wednesday with questions about how people were feeling after the Uvalde massacre — on the heels of the supermarket killings in Buffalo and the church attack in Orange County, California, the third major shooting she’d processed with them in two weeks.

“What I was hearing was a lot of frustration from the students I teach that this hasn’t been fixed. And a lot of anger that we seem to be the only country that these things happen in. And students ask: ‘Why?’ ” she said.

In one of her classes, students began listing all the times they’ve had to be in lockdowns. Then the students asked Fefferman what it was like when she was young. Her answer stunned them, she said.

“They said, ‘You didn’t do lockdown drills when you were growing up?’” they asked. ““No, guys, this was not a part of my experience,” she said she answered.

“This is the generation that has been engaged in these drills the way we used to do earthquake and fire drills,” Fefferman said.

Mass shootings in schools have remained a grim presence in America, but their numbers have held relatively even in recent years. Since 2012, a total of 73 students have been killed in school shootings with at least four victims shot and two victims killed, according to research by James Alan Fox, a criminologist at Northeastern University who studies mass killings.

Last year there was one school shooting of that scale, a rampage at an Oxford, Michigan, high school that left four students dead. On Thursday, hundreds of Oxford High School students walked out and formed a ‘U’ on the football field to show support for students and families in Uvalde, Texas. A school spokeswoman said it was part of a national effort calling for changes in gun laws.

In 2020, with many school buildings closed as part of pandemic precautions, there were no school shootings of that magnitude.

“There really hasn’t been an increase in large-scale shootings at schools. When you look at the risks, they are extremely low,” he said. Fox described the increased gun violence during the pandemic as an “aberration,” saying there’s “no reason to think the numbers will continue to rise.”

Still, other experts worry heightened school violence could continue. They say students are as stressed as ever after a traumatic two years, and schools lack the resources to help. They also point to factors such as the nation’s increasingly divided political and cultural climate.



“There’s a lot of forces converging here that are creating a stew of anger, grievance and easy access to firearms,” said Daniel Webster, co-director of the Johns Hopkins Center for Gun Violence Solutions.

“It’s incredibly alarming,” he added. “We should not think of this as normal, we should not think of this as acceptable, and we must act to protect children. We have failed as a society if we don’t protect children to be able to come home safely from school.”

[For 'lockdown generation' school shootings are their reality - The Washington Post](#)

[For lockdown generation school shootings are their ‘reality’ - Wilmington News Journal](#)

[\(wnewsj.com\)](#)

[Maker of Gun Used in School Massacre to Skip NRA Meeting \(yahoo.com\)](#)

[Texas school shooting swells ranks of traumatized teachers \(streetinsider.com\)](#)

[Texas school shooting swells ranks of traumatized teachers | Reuters](#)

[Texas school shooting swells ranks of traumatized teachers | WTVB | 1590 AM · 95.5 FM | The](#)

[Voice of Branch County \(wtvbam.com\)](#)

[Texas school shooting swells ranks of traumatized teachers | The Mighty 790 KFGO | KFGO](#)

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States With the Most School Shootings

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(U.S. News 27 May 22) ... Sharon Lurye

(U.S.A Today 27 May 22) ... Marina Pitofsky

The massacre in Uvalde, Texas this week illustrates a troubling trend: More and more people are falling victim to school shootings, with Texas leading the pack as the state with the highest number of incidents in the past 10 years.

From 2012 to the present, there have been 540 school shooting incidents nationwide that resulted in at least one victim killed or wounded, according to data compiled by the Center for Homeland Defense and Security at the **Naval Postgraduate School** in Monterey, California. That includes 43 incidents in Texas, 41 in California, 37 in Illinois, 31 in Florida and 26 in Pennsylvania.

Researchers scoured news reports and court records to build a database of school shootings going back to 1970. They defined a school shooting as any incident where a gun is brandished or fired on school property or a bullet hits school property, including buses, whether or not school is in session. Incidents in which there are no victims are also included.

School shootings have been claiming more and more victims since 2012, the year when 20 children and six adults died at Sandy Hook. The only exception to this trend was the first year of the COVID-19 pandemic when many school buildings were closed.

The year 2021 was the most violent on record with 193 people killed or wounded in school shootings, not including the shooters themselves. There have been 145 victims in just the first half of 2022. (As of May 27, these numbers included at least 21 people killed and 19 wounded at the shooting in Uvalde, but may be adjusted as more information comes out.)

Overall, however, the database shows that school shootings are still quite rare. Since 1970, there have been 681 total recorded deaths from school shootings, of which 441 victims were under the age of 20. That means more children have died in car crashes in one year than been victims of school shootings in the past 52 years.

But while improved safety laws have helped the rate of kids dying from car crashes steadily fall since the 1970s, child gun deaths have taken a completely different turn. A research letter published this month in the *New England Journal of Medicine* found there was a 29.5% spike in firearm-related deaths for children and adolescents in 2020. As a result, firearms became the leading cause of death for young people, surpassing car accidents.

In terms of which states have seen the most school shootings, it’s largely a matter of population size. Since 1970, the most populous states like California and Texas have had the largest number of shootings



that resulted in deaths or injuries, and the least populous states, Vermont and Wyoming, have had the fewest.

What's more illuminating are the states that have more school shootings than expected considering their size. For example, Maryland is on the top 10 list of states with the most school shootings that resulted in deaths or injuries, even though it's not a particularly large state. (It's the 19th-largest in terms of population.) Alabama and Louisiana are even smaller, being respectively the 24th- and 25th-largest states, yet they both nearly made the top 10 list as well (Both tied for 11th place.)

Similarly, Arkansas and Mississippi tie for 21st place in terms of number of incidents, which is higher than expected based on their population. (They are only the 33rd- and 34th-most populous states, respectively.)

On the opposite end, Arizona is a large state (14th in population) that has far fewer school shootings than expected, ranking in the bottom half of the list (31st). Other states that have managed to at least somewhat avoid the scourge of school shootings include Massachusetts (15th in population, but only 30th in incidents), New Jersey (11th in population, 25th in incidents), Minnesota (22nd in population, 34th in incidents) and West Virginia (38th in population, 44th lowest in incidents). All five states have had 15 or fewer school shootings recorded in the database in the past 52 years, including only two in West Virginia.

[States With the Most School Shootings \(msn.com\)](#)

[States With the Most School Shootings | Best States | US News](#)

[Texas: Ted Cruz walks away from interview after school shooting \(usatoday.com\)](#)

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STUDENTS:

There Are Still Lessons to be Learned from History

(Small Wars Journal 24 May 22) ... Pete Reider

Book Review of Edwin Price Ramsey and Stephen J. 1990. Lieutenant Ramsey's War: From Horse Soldier to Guerrilla Commander. Lincoln: Potomac Books, Inc, An imprint of the University of Nebraska Press.

Lt. Ramsey's War is an autobiographic tale of determination, perseverance, and survival in the Philippines during the Second World War. This is the story of Lt. Edwin Ramsey, told in his own words, of how he transformed from a naïve 1st LT in the 26th Cavalry (Cav.) to a leader of 40,000 guerillas and a vital part of U.S. plans to return to the Philippines. He is credited with leading the last U.S. Cavalry charge in American history, surviving the Japanese conquest of the Philippines, establishing himself as a guerilla leader and briefing General MacArthur. Edwin Ramsey recollects his experiences both highs and lows, discusses his motivations, and his work with indigenous forces. It is a harrowing story of one man's fight in a larger conflict, but also offers insights into resistance movements, occupation, and collaboration with indigenous forces.

Lt. Ramsey was at his first duty station at the 26th Cav., Philippines, for only a few months when the Japanese invaded. The U.S. and Pilipino forces' situation became ever increasingly dire as the Japanese experienced success after success. Lt. Ramsey exemplified this desperation when he led the last U.S. Cavalry charge into advancing Japanese armor (p. 66). Bravado alone could not repel the Japanese for long and the few survivors of the 26th Cav. were forced to escape and evade into the jungle. From his lowest point in the jungle: sick, starved, and contemplating suicide, Lt. Ramsey decided that he would make the Japanese pay: "I had not done this to myself, a voice in my mind was saying, it had been done to me, done by the enemy, the Japanese. They were responsible, and they ought to be made to pay (p. 104). He integrated with a small network of officers to eventually rise to commanding a 40,000-person strong force. This force developed intelligence networks throughout the Philippines which enabled Gen. MacArthur's eventual return.



This story does an excellent job of displaying the ground level realities of guerilla warfare in a denied environment as well as the toll that they take on an individual. Ramsey displays his vulnerability throughout the book from his self-doubt, constant sickness to the point of needing an appendectomy without anesthesia (p. 269), and his need to be carried from meeting to meeting because he physically could not bear movement. In this sense, his dedication to his mission over all else is inspiring. More broadly his success in building and maintaining his forces is also an excellent example of how a guerilla campaign supports conventional operations.

Ramsey understood that the guerilla movement alone would not defeat the Japanese in the Philippines. This in mind, Ramsey focused on civil military relations of different factions and getting them to march in the same direction. He recognized the need for continued training, amassing supplies, and arms, and foremost keeping the force alive and growing under the nose of the Japanese Kenpeitai (Japanese secret police). This operational patience was necessary and enabled him to mass forces in large attacks coordinated with the U.S. return to the Islands. He also needed to contest with the communist guerilla forces known as the Huks. The friction between the Hukbalahap and Ramsey's forces eventually led to Ramsey declaring war on the rival guerilla movement. Ramsey displayed the patience of building a force for approximately three years to have them fight for two months.

The book is told from the perspective of Lt. Ramsey; external factors such as how the overall war in the Pacific impacted operations within the Philippines can be sparse. That said, this is not a comprehensive study on the U.S. operations in the Philippines, or the campaign to retake the islands. Nor does Ramsey claim such a mandate. This is a perspective of one man and his struggles to thrive and survive in a hellish combat environment for almost three years. For a wholistic view of the campaign, one would need to look to at testimony or examples from General MacArthur's staff of how Lt. Ramsey's guerilla operations impacted the overall invasion

This book has value to individuals working in special operations or those who study special operations. There are many examples within the book that display the importance of continual operational vigilance and how to balance this with the need to show trust in relatively unknown indigenous entities. It is also a great study in the value of the individual and the importance that one individual may provide to an organization and operation. Lt. Ramsey was the interlocking piece in a complex resistance movement which eventually consisted of 40,000 members. His adaptability, inter motivation, and perseverance provide an invaluable inspiration for military leaders as well as unique insight to what drives some men to thrive and conquer the direst of situations. His innovation and development of guerilla warfare informed guidelines in developing special warfare training in the United States. In recognition of his efforts, he was awarded the Special Forces tab and Green Beret in 2001.

Pete Reider

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FACULTY:

Flexible Response and Integrated Deterrence at Sea in the 21st Century: Implications for the U.S. Navy

(Military Strategy Magazine 25 May 22) ... James A. Russell

James A. Russell is an associate professor in the Department of National Security Affairs at the **Naval Postgraduate School** in Monterey, CA, where he teaches courses on military innovation and strategic theory.



Is there a relationship between what senior U.S. officials today call “integrated deterrence” with Western strategy from an earlier era known as Flexible Response developed by NATO in 1967 to address the military threat posed by the Soviet Union and Warsaw Treaty Organization to Western Europe? There is a distinctive intellectual genealogy between these terms, which require strategists and policy makers to examine the implications for 21st century maritime strategy and naval power.

Deterrence is Back...

Deterrence is back as a United States (and U.S. Navy) strategic priority – referred to in the current context as something called “integrated deterrence.” According to U.S. Defense Secretary Lloyd Austin: “...integrated deterrence means using every military and non-military tool in our toolbox, in lock-step with our allies and partners. Integrated deterrence is about using existing capabilities, and building new ones, and deploying them all in new and networked ways... all tailored to a region’s security landscape, and in growing partnership with our friends.” In separate remarks, Undersecretary of Defense (Policy) Colin Kahl, has emphasized the following additional elements of the integrated deterrence concept: (1) the integration of military and non-military instruments across governments; (2) making critical infrastructures more resilient in the face of disruptive attacks – attacks meant to slow coming to the aid of US allies; deny the enemy the ability to realize short, fait accompli type scenario attacks on key allies.

In April 2021, Austin emphasized that “the cornerstone of America’s defense is still deterrence, ensuring that our adversaries understand the folly of outright conflict.” Austin called for “the right mix of operational concepts and capabilities—all woven together and networked in a way that is so credible, flexible, and formidable that it will give any adversary pause.” This integration, as noted by Austin, must occur across the domains of conflict: land, sea, air, cyber, and space—knocking down barriers to organizational cooperation along the way. Austin emphasized that integrated deterrence also must be based on four additional elements:

- Must exist across platforms and systems that are not stove-piped; and which do not depend on a single service.
- Ensuring that capabilities like the global positioning system can continue even if it is attacked with missiles, cyber tools, or space-based weapons.
- Employing cyber effects in one location to respond to a maritime security incident hundreds of miles away.
- Integrating networks with U.S. allies and partner nations.

The Navy faces a number of challenges as it seeks to reacquaint itself with concepts like deterrence, escalation dominance, and the complex relationship between weapons across warfare domains. Although these concepts and relationships were used extensively to guide strategy during the last century, today they must be applied to new challenges, new technologies, and wholly different political settings than the ones that animated peer competition during the Cold War. In short, the Navy needs an intellectual revolution as much as it needs different planning mechanisms, war fighting concepts, new weapons, and different platforms as it searches for ways to address the multifaceted challenges of deterrence and warfighting across the global commons. To move forward, the Navy should examine its experiences from 60-odd years ago to help the institution build momentum for an intellectual revolution to address current challenges.

Back To Basics

What is deterrence, exactly? In their landmark book *Deterrence in American Foreign Policy: Theory and Practice*, Alexander George and Richard Smoke offered up the general proposition that remains valid: “In its most general form, deterrence is simply the persuasion of one’s opponent that the costs and/or risks of a given course of action he might take outweigh the benefits.” Hence, the objective of deterrence is to shape the decision making of a particular state to reduce the incentives for that state to act, and/or use force to achieve political objectives. The end result of deterrence is that no action is taken—most particularly the use of force. The concept of deterrence has been a centerpiece of U.S. strategy and



defense policy in the post-World War II era that gathered momentum with the advent and spread of nuclear weapons. As an intellectual construct, the intuitive appeal of deterrence was and remains obvious, particularly as the nuclear states operationalized the capacity to build and field thermonuclear fusion weapons—the use of which would have ensured destruction on a scale that could scarcely be imagined. After all, what state would seek to start such a war, the costs of which could entail the destruction of significant portions of humanity, including the state that initiated the war?

As noted by George and Smoke, navies have historically played a strong role in deterrent strategies in which the deployment of naval forces to trouble spots became a ritualized response to a crisis in which the size of the squadron/force deployed to the trouble spot became regarded as an index of the commitment of the deploying power. Thus, these deployments became instrumental in the political signaling process upon which deterrence also rests, since the actors involved in the deterrence bargaining framework must also perceive that the threat to act is credible.

Scholars subsequently modified these basic concepts of deterrence, segregating deterrence strategies into two approaches: (1) deterrence by denial; (2) deterrence by punishment.

Deterrence by denial seeks to make it extremely difficult if not impossible for a foe to achieve their objectives through the use of force. The foe, in this case, would thus perceive that the costs of action would be too high to justify the use of force.

Deterrence by punishment threatens a foe with a series of potential consequences across a wide spectrum of military and political actions that can include escalation to nuclear weapons, political steps such as sanctions, and other political steps to raise the costs of action to a foe contemplating using force.

Other strands of the deterrence literature address adversary calculations in circumstances short of nuclear war. Indeed, there is rich literature on conventional deterrence,[xiii] which is a closely related cousin to nuclear deterrence literature. In the post-Cold-War era, scholars created yet another strand of this literature called cross domain deterrence that applied deterrence concepts to changed strategic and military circumstances. In the modern era, advanced militaries conceptualize military operations across various domains: land, space, cyber, maritime surface and subsurface, and in the skies. These operations, it is thought, potentially blur the Cold War-era distinctions between the levels of war: strategic, operational, and tactical that once were defined at the strategic level by nuclear weapons. Added to this mix must be digitized and proliferating weapons technologies that have increased accuracy and destructive power that can be delivered at ever greater distances. A fundamental idea in this literature is that it is possible to affect adversary behavior by threatening action in one domain to deter potential use by an adversary in another domain.

Flexible Response and the Navy

What does all this have to do with the Navy and Flexible Response? Historically, the Navy is no stranger to deterrence. During the Cold War, the U.S. Navy provided a vital part of the nation's nuclear deterrent through the eventual deployment of ballistic missiles in the Polaris class nuclear-powered submarines. These platforms were invulnerable to attack, thereby preserving the nation's second-strike capability and stabilizing the nuclear balance of terror. In addition, the U.S. Navy played an instrumental role in operationalizing the doctrine of Flexible Response on the high seas. If required, the Navy could draw upon nuclear bombs, shells fired from large caliber guns, depth charges, anti-submarine torpedoes and rockets, surface to air missiles, and sea-launched cruise missiles to preserve escalation dominance over its Soviet foe. During the Cold War, approximately 20 percent of America's nuclear arsenal was at sea on an annual basis. The Navy deployed its nuclear arsenal in the Atlantic, Pacific, and Mediterranean until President George H. Bush ordered these weapons removed from Navy ships in 1991.

Conceptually, Flexible Response posited a direct relationship between nuclear and conventional weapons knitted together as a "seamless web." That seamless web consisted of conventional weapons, short range tactical nuclear weapons (first deployed to Europe in 1953) all the way up to and including strategic nuclear missiles based in the United States and Europe. These weapons fit within an alliance framework that sought to build up and deploy conventional forces along the inter-German border to protect Europe from a Soviet invasion. In 1956, the alliance agreed on massive retaliation as its strategy in NATO military document MC 14/2, thereby linking the conventional and nuclear components in an



integrated allied military strategy built on the deterrent value of nuclear weapons. The initial idea was to hold the Soviet advance long enough and as far forward as possible until nuclear retaliation, becoming known as the “tripwire” strategy. Flexible response evolved out of these circumstances and a robust debate at the time about limited war, reflecting a general unease with reliance on massive retaliation and the prospect of armed confrontations in places where it was unclear what role, if any, could be played by nuclear weapons.

In the early 1980s and under the leadership of Navy Secretary John Lehman, the Navy asserted its direct warfighting role against the Soviet Union with the Maritime Strategy that focused on defending alliance supply lines across the Atlantic Ocean, bottling up the Soviet northern fleet along the GIUK gap, and undertaking land- and sea-based operations against the Soviets on the Kola Peninsula. While NATO always remained lukewarm to these ideas, the maritime strategy became an important *raison d’être* for the United States Navy in carving out a discrete and concrete Cold War-era war-fighting mission that had powerful nuclear and conventional components.

In retrospect, the 1980s represented a high-water mark for the U.S. Navy in terms of connecting the service to a war that, at its height, could have included nuclear weapons launched from its ships, aircraft, and submarines across a spectrum of conflict. After the end of the Cold War, however, the Navy’s connection to U.S. defense strategy languished as attention shifted to various regional crises across the Middle East and South Asia, which culminated in the land wars in Iraq and Afghanistan following the 9/11 attacks.

With the removal of a principal adversary on the high seas, navies have not been the primary weapon of developed states. Instead, the developed states turned their focus to policing or nation building operations on land in places like Iraq, Afghanistan, and the Sahel as well as coping with the disintegration of states like Libya, Syria, and Yemen. Global navies, including that of the United States, have continued to focus on areas outside of high-intensity wars with such activities as counterpiracy, disaster relief, disrupting the trade in illegal drugs, and rescuing refugees. While the U.S. Navy has participated in various strike operations in the Persian Gulf and Afghanistan, its tasks in or related to war on the high seas have become obscured simply because the high seas thankfully have been free of large-scale political violence. With this retreat from warfighting missions has also come a retreat from important strategic concepts such as deterrence.

Yesterday, All My Troubles Seemed So Far Away...

The bygone era of Flexible Response is, well, bygone. From the Navy’s perspective, what are the similarities and differences between integrated deterrence and flexible response? While both ideas appear in strikingly different strategic circumstances of near-peer competition, there are important strands of continuity between these ideas. Flexible Response appeared as a backlash to the Eisenhower administration’s doctrine of Massive Retaliation. Some argued that this doctrine reduced America’s flexibility in dealing with situations short of all out nuclear war. The United States needed to address Soviet and/or communist adversaries short of this unlikely circumstance, as spelled out in Maxwell Taylor’s book *The Uncertain Trumpet* (New York: Harper and Row, 1960). President Kennedy agreed with this perspective and emphasized war-fighting capabilities across the spectrum of combat.

Today’s emphasis on integrated deterrence arise due to a perceived shortfall in the ability of the United States to address “grey zone” or so-called hybrid war in which adversaries are drawing upon military or paramilitary instruments in situations short of all-out war to achieve political objectives. China’s “grey zone” tactics across the South China Sea is one example of this phenomenon, in which so-called Chinese fishing vessels and coast guard ships are being used as political instruments to push dubious territorial claims in places like the Scarborough Shoals and elsewhere.

A second important similarity between these approaches is their shared recognition that multi-domain operations are a characteristic of the battlefield and an object of deterrence strategy. Both approaches envision deterrence functioning across battlefield wartime domains. Flexible Response envisioned a “seamless web” of combat integration meant to present an imposing mix of capabilities to deter the opponent and, if necessary, control escalation in conflict by having the ability to trump the opponent’s response at any level. Flexible Response clearly linked conventional and nuclear weapons, envisioning



the use of nuclear weapons across a range of tactical scenarios. During the era, America's forces were equipped with various types of tactical nuclear weapons that formed part of an escalation sequence that included intermediate- and intercontinental range nuclear missiles. In the escalatory sequence, nuclear weapons served as the vital escalation firebreak in which there was a clear political and military difference between conventional and nuclear weapons on the escalation ladder.

Bearing these similarities in mind, there also are important differences between Flexible Response and integrated deterrence. At the top of the list must be the 21st century's changed geopolitics. Integrated deterrence clearly is directed at China and, to a lesser extent, Russia, on the Eurasian land mass. Unlike the era of Flexible Response where NATO sought to protect its member state territories from invasion, the objectives of integrated deterrence are less well defined. All that really can be said is that the Indo-Pacific constitutes a vast maritime domain that make navies a principal feature of any deterrence framework. In addition, the political circumstances present in Europe that undergirded Flexible Response are absent in the Indo-Pacific. Other than the Indo-Pacific's loosely configured Quadrilateral Security Dialogue comprised of the United States, Australia, Japan, and India, there is no collective defense organization in existence. Persistent fractious regional relations prevent the development of a unified threat perception to drive collective planning to develop shared understandings of strategic problems.

There are other important differences. While both integrated deterrence and Flexible Response envisioned a seamless deterrent web, today's "web" is much more complex due to a wider number of weapons available for use. The nature of weapons today applied across domains for advanced militaries suggests that distinctions between escalation levels can be blurred and, in tandem, involve a more complex targeting environment available in the different warfare domains. Cyber and space operations, for example, offer up the possibility of decapitating military strikes to cripple critical command, control, communications, and intelligence nodes – thereby blinding an enemy – without kinetic physical destruction. Cyber weapons also can be used against critical civilian and military infrastructure. In some respects, this aspect of multi domain operations returns us to debates of the 1950s about mutual and myriad vulnerability points between adversaries in what was then called the balance of terror. During the 1950s, Albert Wohlstetter analyzed the vulnerability of the Strategic Air Command's 16 bases and its small number of nuclear weapons storage depots. He concluded that these vulnerable targets created incentives for pre-emptive strikes – incentives that inherently destabilized the balance of terror. Such a calculus clearly remains relevant on today's battlefields in which multiple targeting vulnerabilities are as problematic today as they were when Wohlstetter grappled with these issues 60 years ago.

Changing weapons technologies constitute another source of escalation instability in cross-domain operations. The preceding discussion of cyber weapons illustrates a central point: 21st century non-nuclear weapons have the potential to be used individually and in combination in ways that can blur the distinctions between the strategic, operational, and tactical levels of war. Moreover, states like Russia also have fielded a new generation of lower yield tactical nuclear weapons that are intended for battlefield use. These weapons further erode the distinction between conventional and nuclear weapons and the implied escalation ladder based on the destructive power of nuclear weapons.

Moreover, the accuracy, destructive power, and ever-increasing ranges of weapons give actors the ability to disable strategic level enemy targets. Hypersonic missiles boast the capability to hold a wide range of targets at risk with limited warning time that also pose great difficulties for missile defense systems. These weapons also raise difficulties for those on the receiving end, due to the possibilities that these weapons could carry a nuclear payload. Such a scenario raises the specter of launch on warning uncertainties for the state being attacked, presenting a profound escalation risk in war.

Lastly, the U.S. Navy must confront the wider impact that integrated deterrence and cross domain operations could have on wartime operations at sea. Any form of deterrence depends on the credibility of the actor seeking to deter its adversary. As previously noted, actor credibility is a function not only of political commitment but of military capability. To preserve credibility, the Navy will need to equip and train itself for cross-domain operations that may render traditional ideas of a war at sea irrelevant. A 21st century war at sea almost certainly will look dramatically different than the kind of war envisioned during the Cold War and the force structure that evolved out of World War II.



During World War II and the Cold War, the Navy sought to control the oceans for the purpose of conducting strike operations ashore and, in combination, to move land forces to and from the war while keeping those forces re-supplied. The Navy postured itself to fight across the three distinct maritime domains: surface, subsurface, and in the air. The aircraft carrier served as the central platform for power projection, with its airplanes used for strike operations on land and at sea. Cold War-era battles at sea were envisaged as a variation on the Navy's experiences in the Pacific during World War II. Today, however, aircraft carriers and their supporting fleets have lost their unrestricted maneuver space off enemy shores and are out-ranged by a variety of accurate, shore-based missile systems as embodied in China's DF-series of anti-ship missiles. It is unlikely that a 21st century naval war in the Indo-Pacific will involve a re-enactment of the Leyte Gulf – the largest naval battle of World War II.

Instead, 21st century cross domain operations may see the Navy become more of an enabler of operations and capabilities rather than the principal instrument responsible for prosecuting them. Sea control and power projection may look dramatically different in a multi- and cross-domain war. Surface fleets will almost certainly need more autonomous systems drawing upon artificial intelligence to enable ongoing reloads of kinetically based weapons across various domains. Instead of delivering strike operations on land, carrier air wings may be used to provide route security for autonomous systems delivering long-range payloads on a wide-ranging maritime battlefield.

Conclusion

This analysis concludes that Flexible Response provides a sound point of departure for the Navy to think through the implications of integrated deterrence and the multi-domain concept of operations that operationalizes integrated deterrence. Flexible Response envisaged a seamless web of conventional and nuclear capabilities knitted together by an escalation ladder that sought to convince the opponent against taking action. Integrated deterrence presents a variation on the basic premises of Flexible Response, but adds multiple layers of complexity across different warfare domains with newer weapons technologies that address the 21st century's changed political and strategic circumstances.

The Navy faces significant challenges in adjusting to integrated deterrence. The Navy today is the least joint of all the US military services, yet the requirements of integrated deterrence require a greater degree of "jointness" than ever before. Moreover, integrated deterrence also calls for changes in the way the service organizes, equips, and trains itself to support a multi-domain war. Yet here again, the lessons from the era of Flexible Response could prove instructive. The 1960s saw the Navy introduce new families of weapons aboard ships and submarines and integrated itself into national-level command plans for nuclear operations. The Navy took these dramatic steps in the 1960s and could do so again today.

In an earlier era, the Navy embraced the requirements of Flexible Response – equipping and training the fleet with new weapons for a wide range of wartime scenarios. We are just at the beginning of fleshing out concepts like integrated deterrence and determining what it may mean for force structure and operations. The suggestion in this essay is that it calls for nothing less than an intellectual revolution to conceptualize integrated deterrence and, in tandem, operationalize the ideas with plans, policies and programs. That revolution must start – the sooner the better.

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Diverging US and Indian Approaches to Europe: The Problem of Ukraine

(ORF Online 24 May 22) ... S. Paul Kapur

The US-India strategic partnership is rooted in the Indo-Pacific region. Nonetheless, developments in Europe, such as the war in Ukraine, have implications for US-India cooperation. The Ukraine conflict could distract the US, diverting its attention to Europe, and impeding its efforts to build Indian strategic capacity. Differing responses to the war can also create tensions between the two countries, as the US



seeks to punish Russia, and India remains neutral. India and the US must reconcile their approaches to strategic developments in Europe. Failure to do so will not undo their strategic partnership but could create unnecessary obstacles to cooperation.

Introduction

The US-India strategic partnership—driven by the need to offset rising Chinese power and ensure that the Indo-Pacific remains free and open—is rooted firmly in Asia. To be sure, the US, as a global power, has interests elsewhere around the world. This is particularly true of Europe, which was the US’s focus during the Cold War, and remains an area of central strategic concern. But India, as a South Asian regional power, is necessarily more concerned with its own neighbourhood, and the Indo-Pacific is the locus of the Chinese threat, which both countries recognise as their most pressing strategic challenge. This is especially the case for India, as a revisionist China actively seeks to redraw the Sino-Indian border. Therefore, the US-India partnership is, in the first instance, regional.

This seems to suggest that, despite Europe’s importance, US-India relations should be relatively insulated from events there, including even a major development like the Russian invasion of Ukraine. The Ukraine war is of neither India nor the US’s making, and neither country is directly involved in the fighting. The conflict is occurring far from the two countries’ shared locus of concern in the Indo-Pacific.

The reality, however, is more complicated as the Ukraine conflict has potentially significant implications for the Indo-Pacific and US-India cooperation. Russia’s invasion of Ukraine, at root, denies the principle of sovereignty that underlies the nation-state system, ensuring territorial integrity and protecting weak states from aggression. This has implications well beyond Europe. If Russia succeeds in defeating Ukraine, China may be emboldened similarly to vindicate its revisionist claims against states in the Indo-Pacific region. This would create significant challenges for the US and India, which seek to maintain the regional status quo.

In addition, the war in Ukraine could impede US-India strategic cooperation. To address the crisis, the US might direct attention and resources away from the Indo-Pacific towards Europe. Commentators have pointed out that such a turn could undermine its position in Asia and have especially harmful consequences for the defence of Taiwan. It would also damage US-India strategic efforts. The two countries’ partnership requires the US to remain actively engaged in the Indo-Pacific, as India cannot meet the challenge of rising Chinese power alone. If the US is distracted by conflict in Europe, the two countries will be less able to work together to build Indian strategic capacity, offset rising Chinese power, and keep the Indo-Pacific free and open.

Differing Responses to the Ukraine Conflict

The US and India have responded to the problems stemming from the Ukraine conflict differently, and this has created tensions in their relationship. The US has vociferously condemned Russia’s aggression. It has, together with other likeminded states, levied an extensive array of sanctions against Russia, helping to cut it off from the global economic system. Although it has not become a combatant, the US has supplied Ukraine with weaponry that it is using to resist the Russian invasion. This has contributed to significant losses on the part of Russian forces.

India’s reaction to the Russian invasion, by contrast, has been extremely circumspect. Not only has India avoided any substantive action against Russia, in response—at the rhetorical level—it has remained largely silent. Indian leaders have encouraged peaceful resolution of the crisis and sent Ukraine humanitarian aid. But India has not directly criticised the Russian attack, abstaining from resolutions condemning Russia in both the UN Security Council and the UN General Assembly.

India’s silence is grounded in longstanding strategic logic. During the Cold War, India enjoyed close security relations with the erstwhile Soviet Union, on which it relied for most of its military equipment. That reliance continues to the present day, and Russian equipment currently accounts for approximately 70 percent of India’s inventory. This includes the S-400 air defence system, of which India will be taking delivery through early 2023. If Indian criticism led Russia to cut off its military supplies, India could be significantly harmed. This would be particularly perilous given India’s ongoing confrontation with China along the disputed Sino-Indian border.



Also, India is a regional power most concerned with strategic developments in its immediate vicinity. It is hesitant to insert itself into distant disputes to which it is not a party. This is particularly true when it is faced with urgent security challenges, such as the border dispute with China, at home.

These differences between the two countries' approach to conflict in Europe have created tensions in the US-India relationship. India's refusal to condemn Russia's aggressive behaviour, even after concerted US efforts to persuade it to do so, has frustrated the US, and led to criticism from President Joe Biden and lawmakers. In the US view, India's unwillingness to speak against the invasion affords Russia de facto support, reducing its diplomatic isolation, and facilitating its bad behaviour. It also undercuts India's appeal as a partner, with a shared liberal vision for the Indo-Pacific and for the larger international system. None of this will undo the logic of US-India cooperation, particularly in the executive branch, which is generally more sympathetic to India's position than is the US Congress. Nonetheless, it can create unhelpful headwinds in the American system, potentially slowing US-India cooperation at a time when further progress is essential.

India has not complained about the strong American pressure to condemn Russia. Rather, it appears to be betting that, given the importance of their relationship, tensions with the US will eventually blow over. But prominent Indian commentators have noted the US pressure, while emphasising India's strong interest in maintaining close relations with Russia, as well as Russian concerns about an expanding North Atlantic Treaty Organization (NATO), which they believe underlay the Ukraine invasion. In addition, the US and its partners' deployment of the global economic system to punish Russia will have ripple effects that can negatively impact India's economy, and Indians fear that this tactic could be used against them in the event of a future disagreement with the US and Europe. If the US response to Russian aggression becomes too coercive and costly, it can alienate India—which prizes its strategic autonomy—and undermine the trust that is crucial to their relationship.

Reconciling US and Indian Approaches

India and the US, therefore, must reconcile their approaches to the ongoing strategic developments in Europe. If they fail to do so, their partnership could face unwelcome obstacles at a crucial time. What steps can the two countries take to achieve this goal?

India should publicly indicate disapproval of Russia's behaviour in Ukraine. This need not be a full-throated condemnation; even forthrightly referring to the Russian attack on Ukraine as an invasion would be a step in the right direction. This will displease Russia, but it is unlikely to break the Indo-Russian relationship. India is one of the few major states that still maintain good relations with Russia. The Russians will not want to lose Indian diplomatic support and lucrative defence sales by cutting its ties with India.

In addition, India must diversify its defence acquisitions. Overreliance on Russia gives Moscow excessive leverage over Indian foreign policy. India has recognised this need for some time, and defence imports from Russia fell 53 percent from 2011-15 to 2016-20. Nonetheless, India remains highly dependent on Russian arms sales, and will continue to do so for the foreseeable future; Russia enjoys a number of advantages, including low-cost equipment, willingness to share technology, and the longstanding familiarity of the Indian armed services with Russian systems. Further diversification, which will require India to manage its relationship with Russia, wean its military away from Russian systems, and find new suppliers, will take time.

Europe, Israel, and the US can help to fill the gap. India's defence relationships with all three partners are on the upswing. India acquired its new Rafale fighter plane from France, and is currently retrofitting it with India-specific enhancements. Israel was India's third largest arms supplier between 2016 and 2020, and the two countries recently agreed to form a task force to identify new areas of defence cooperation over the coming decade, ensuring that the relationship will grow in the years ahead. The US-India defence trade has blossomed in recent years, expanding from zero in 2005 to over US\$20 billion today. This includes the Indian acquisition of several sophisticated aircraft such as the P-8, and co-development of systems such as air-launched drones, which take the relationship beyond that of just the buyer and seller. Also, the signature of the so-called foundational agreements has facilitated geospatial information-sharing and logistical cooperation. Further expansion of the US-India defence trade will require India to trust the



US, which it sees as a fickle partner, sometimes balking at Indian requests for sophisticated weapons systems. As explained below, this problem can be ameliorated through continued liberalisation of the rules governing US technology transfer.

The US, for its part, must ensure that its expectations of India are realistic. India can gently express disapproval of Russian aggression in Ukraine. But it is unlikely to openly condemn Russia, nor will it end the Indo-Russian relationship, or even significantly reduce it in a short period of time. Change will have to be gradual.

Also, the US can encourage its European allies to do more to provide for their own defence. If the Europeans build their military capabilities and generate deterrence, future Russian or other aggression in the region will become less likely. This will reduce the likelihood of major crises in Europe, and better enable the US and India to focus their attention on the Indo-Pacific. Europe is already beginning to prioritise defence in response to the Ukraine conflict. Germany, for example, has announced that, for the first time since the end of the Cold War, it will exceed the NATO goal of devoting 2 percent of its gross domestic product to defence.

Finally, the US should continue to build trust with India regarding defence acquisitions. Technology sharing can help. Several past US administrations took important steps in this direction, including the Obama administration's Defense Technology and Trade Initiative and the designation of India as a Major Defense Partner. During the Trump administration, the US eased high-technology export controls by granting India Strategic Trade Authorization-1 status.

Competing priorities within the US foreign policy bureaucracy, such as technology control and the promotion of strategic balance in South Asia, have at times impeded cooperation with India on important systems, including aircraft and air defence. This has contributed to Indian distrust of America, and hesitance to become reliant on it. Senior US leadership should ensure that national strategic goals supersede bureaucratic interests, and that the US continues to liberalise rules regarding the export of dual-use technology to India. Such technology sharing will build Indian strategic capacity, help wean India off of Russian armaments, and provide evidence of US reliability.

Addressing the Problem of Third-Party Relationships

The above measures can help the US and India to reconcile their policies in Europe and the Indo-Pacific during the Ukraine crisis and into the future. But even if they do so, the Ukraine conflict will have highlighted the need to resolve a longstanding question in their partnership: What can the two countries expect of one another regarding their third-party relationships?

India and the US will inevitably have close relations with countries that the other does not like, such as Russia and Iran for India, and Pakistan for the US. The other partner must accept this reality and recognise that it does not undermine the strategic logic of US-India cooperation. The relationship, despite its closeness, will thus be open and autonomous, and not exclusive.

But how open and autonomous should the relationship be? Are there red lines—particularly naked acts of coercion or aggression, egregious violations of human rights—that call for unity in rejecting a state that crosses them? This has been an ongoing problem in the US-India partnership, and Ukraine brings it to the fore. The two countries should take advantage of this inflection point in their relationship and discuss candidly their expectations on this front. Doing so can help them to avoid misunderstandings in the future.

Ultimately, the US and India's shared strategic interests in the Indo-Pacific are too strong for their relationship to be derailed by developments in Europe. Nonetheless, disagreements can create headwinds, slowing the progress of their cooperation even as the China challenge grows. India and the US, therefore, must not waste time. They should reconcile their current policies in Europe and the Indo-Pacific and should frankly discuss their expectations regarding third-party relationships in the future.

This brief was first published as part of the Raisina Files 2022.

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[Diverging US and Indian Approaches to Europe: The Problem of Ukraine | ORF \(orfonline.org\)](#)



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ALUMNI:

Navy Commander to Lead Memorial Day Parade

(Boothbay Register 24 May 22) ... Jane Carpenter

U.S. Navy Commander Kelly Craft will lead the Boothbay Harbor Memorial Day parade as grand marshal. The Florida native is the commanding officer of PCU Carl M. Levin, a DDG 120 currently at General Dynamics Bath Iron Works.

Craft graduated from Jacksonville University in 2005 with a bachelor of science degree in computer information systems as well as a commission in the U.S. Navy through the Naval Reserve Officer Training Corps. In 2013, he received a master's in national security and strategic studies from the Naval War College, and completed the Joint Professional Military Education Phase I. He completed a Master of Systems Analysis (M.S.A.) degree with the **Naval Postgraduate School's** distance learning program in 2019.

At sea, he has served twice in the Arabian Gulf during Operations Iraqi Freedom and Enduring Freedom on the USS Princeton as the anti-submarine warfare officer and communications officer. He has also served on the USS Boone, USS Pinckney and USS Russell.

His service ashore has been with the Joint Task Force in Guantanamo Bay, Cuba, and other assignments in Manama, Bahrain and Washington, D.C.

Craft has received the Meritorious Service Medal, Joint Service Commendation Medal, Navy and Marine Corps Commendation Medals, Navy and Marine Corps Achievement Medals, the Junior Officer Award for Tactics Excellence, and other unit and campaign awards.

David Patch, Commander of the Charles E. Sherman American Legion Post 36 in Boothbay Harbor, invited Craft to be the parade's grand marshal. Patch explained that, by tradition, the president of Surface Navy Association (SNA)'s Maine chapter is the commander of the latest ship being built at BIW.

Craft said he and Patch were talking about ways to increase awareness of SNA. "We wanted to be involved in a community event," he told the Boothbay Register.

Asked what Memorial Day means to him, Craft answered, "One of the benefits of Memorial Day is being able to recognize those who have gone before us to defend freedom and democracy around the world. It makes all of us who are on active duty reaffirm our commitment."

The Boothbay Harbor region has six short parades starting on Southport and ending in East Boothbay and a ceremony that afternoon in Edgecomb.

At each parade stop, commands will be given, Doug Gimbel will sing the national anthem and a minister from one of several area churches will give a brief talk about Memorial Day. That will be followed by Robin Ford, American Legion post commander-elect placing a wreath at the memorial and a gun salute. Finally, "Taps" will be sounded and a hymn played. See the parade schedule elsewhere in the May 26 print edition and online.

[Navy commander to lead Memorial Day Parade | Boothbay Register](#)

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Navy Hero, Author to Speak at Memorial Day Service

(Times Virginian 27 May 22)

American Legion Post 104 and Veterans of Foreign Wars Post 9855 will hold their annual Memorial Day service at 11 a.m. Monday in the Ministry Center at Liberty Baptist Church, 1709 Church Street in Appomattox.



“This service is to remember and recognize those heroes who made the Supreme Sacrifice – giving their ‘last full measure of devotion’ – in defense of our freedoms that too many people take for granted today,” Post 104 Commander Ron Krauklis commented.

All citizens are invited to attend. For those unable to attend, the service will be streamed live on Facebook by Liberty Baptist Church and American Legion Post 104. The keynote speaker will be Commander Kirk S. Lippold, U.S. Navy (retired).

Lippold was the commanding officer of the USS Cole when it came under a suicide terrorist attack by al-Qaida in the port of Aden, Yemen, on Oct. 12, 2000. Seventeen U.S. Navy sailors were killed and 37 were injured. He and his crew distinguished themselves by saving the ship from sinking.

This event is widely recognized as one of the most brazen and horrible acts of terrorism by al-Qaida prior to Sept. 11, 2001.

Commander Lippold is a graduate of the U.S. Naval Academy and received his commission in the Navy in 1981. He served on several ships, including a tank landing ship and guided missile cruisers and destroyers. He graduated from the **Naval Postgraduate School**, where he received a master of science degree in Systems Engineering and is also a 1994 graduate of the United States Army Command and General Staff College.

Currently, Commander Lippold is the president of Lippold Strategies LLC, a consulting firm specializing in executive leadership development, crisis management and national security affairs. He has appeared on numerous domestic and international news networks speaking about critical national security issues affecting the nation.

He is also the author of “Front Burner – Al Qaeda’s Attack on the USS Cole,” that recounts the story of al-Qaida's bombing of his ship and the continuing ramifications for our national security.

[Navy hero, author to speak at Memorial Day service | News | timesvirginian.com](#)

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Former 4 Star Army General Appointed As New White House Port Envoy

(gCaptain 27 May 22) ... Mike Schuler

(Times Union 29 May 22) ... Kenneth C. Crowe

The White House and the U.S. Department of Transportation announced Friday the appointment of retired General Stephen R. Lyons, former Commander of the U.S. Transportation Command (USTRANSCOM), as the Biden Administration’s new port envoy to address bottlenecks in the supply chain, speed up the movement of goods, and help lower costs for American consumers.

Lyons will take over the role of Port and Supply Chain Envoy to the Biden-Harris Administration Supply Chain Disruptions Task Force from John D. Porcari, who has been the port envoy since August 2021. In his new role, he will work with the U.S. Department of Transportation (USDOT), the White House National Economic Council (NEC), ports, rail, trucking and other private companies across the nation’s supply chains to continue to address issues in the supply chain.

Lyons brings to the table a little over three years worth of experience leading USTRANSCOM, a Combatant Command of the Department of Defense responsible for coordinating transportation services for the U.S. military and government, from 2018 to 2021. Prior to that he served as USTRANSCOM deputy commander from 2015- 2017. His military career spans 36 years of service. He also holds two master’s degrees, one from the **Naval Postgraduate School** in logistics management (1993); and a second from the Industrial College of the Armed Forces in national resource strategy (2005).

The Supply Chain Disruptions Task Force was set up in June of 2021 to address “supply and demand mismatches” amid the economic recovery from the COVID-19 pandemic. Transportation Secretary Pete Buttigieg leads the task force’s focus on ports and trucking issues, among others. The Task Force’s leadership also includes Agriculture Secretary Tom Vilsack on food and agriculture and Commerce Secretary Gina Raimondo on homebuilding and semiconductors.



“The Biden-Harris Administration has made tremendous progress on addressing the supply chain disruptions we’ve seen as we recover from the pandemic,” said Retired General Lyons. “I look forward to rolling up my sleeves and continuing to engage industry, labor, and port stakeholders to improve the fluidity of our supply chains, cut down on shipping costs, and ultimately save money for the American people.”

Some of the Task Force’s signature initiatives have include proposing the container dwell fee to reduce congestion at the ports of Los Angeles and Long Beach, a trucking action plan to recruit and retain more drivers, funding pop-up container yards to get goods “from ships to shelves” faster while supporting agricultural exporters, moving supply chain operators toward 24/7 operations, and launching a data sharing platform, Freight Logistics Optimization Works (FLOW), with a number of the nation’s top retailers, ocean shippers, ports, and additional stakeholders, according to the Department of Transportation.

The Task Force has also taken part in the implementation of the President’s Bipartisan Infrastructure Law, including working with the DOT and MARAD on providing record funding for the Port Infrastructure Development Program (PIDP) and America’s Marine Highway Program.

“Together, these actions are leading to progress,” the Department of Transportation said in a statement. “Long-dwelling containers at the Port of Los Angeles and Long Beach have dropped by about 50 percent since the proposed fee. The total number of container ships waiting to enter U.S. ports has dropped by nearly 50% since peaking in early February – even as containerized imports increased for most ports in March. And both the Ports of LA and Long Beach had record months in April in terms of container throughput. In addition, 2021 was the best trucking employment year since 1994. Goods are successfully being delivered to shelves and inventories excluding autos are at their highest levels in history. Further, USDOT has put out historic investments in the tens of billions to upgrade our aging infrastructure.”

“Envoy John Porcari has done a tremendous job addressing challenges at every stage of the supply chain, and goods have moved more quickly and affordably because of his actions,” said Transportation Secretary Pete Buttigieg. “Global supply chains will remain fragile as long as the pandemic continues to disrupt ports and factories around the world, and a lot of work remains to reduce shipping delays and costs for American families. We are grateful that General Lyons, formerly commander of the U.S. Transportation Command, will now take on the role of Ports and Supply Chain Envoy, working across every level of government, labor, and industry to strengthen America’s supply chains.”

[Former 4 Star Army General Appointed As New White House Port Envoy \(gcaptain.com\)](#)

[White House names Rensselaer native to task force \(timesunion.com\)](#)

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Meet the Candidates: Michael Franken

(KMA Land 27 May 22) ... Mike Peterson

KMA News continues its "Meet the Candidates" series, featuring the candidates running in key races in the June 7 Iowa Primary. Today's report features the third of three candidates running for the U.S. Senate's Democratic nomination, retired Admiral Michael Franken.

Born and raised in Sioux Center, Iowa, Franken worked alongside his father in a farm shop, as well as three years at a slaughterhouse to pay for college. After obtaining a Navy scholarship, Franken earned a bachelor’s degree in engineering from the University of Nebraska, a master’s degree from the **Naval Postgraduate School's** College of Physics, and professional studies at MIT, the University of Virginia's Darden School of Business, and the Brookings Institute. Darden served 36 years in the U.S. Navy, retiring as a three-star admiral in 2017. Franken worked in a variety of positions in Washington, D.C., including chief of legislative affairs under President Barack Obama. Speaking on KMA's "Morning Line" program Friday morning, Franken says the attack on the U.S. Capitol in January, 2021 prompted him to run for the



Senate seat currently held by Republican incumbent Charles Grassley. He also believes his experience is a plus.

"The old adage that if you have the training, if you have the experience, if you have the verb to do something like this," said Franken, "the adage that if not you, who, comes into play. I can think of nothing more responsible in line and the dedication that I have for this country and the citizens of Iowa to help."

Health care improvements are but one issue Franken is focusing on in this campaign. Another issue involves helping Iowa farmers.

"I would like to make Iowa farmers more profitable," he said, "and the ag industry something other than being villainized for polluting our water. Something entirely different. Some value-added agriculture, too, in the environmental discussions."

In light of this week's deadly shooting incident at a Texas elementary school, Franken says more attention should be given to gun owners' responsibilities, including better training for firearms--such as that received in the military.

"There is much to learn," said Franken, "and America stands as somewhat an oddity throughout the world in our affection of firearms, and our laxness having to do with ownership. I don't speak about the type of firearm as much as the responsibility of the owner. In the military, that's your rifle, that's your sidearm. You're responsible for them. And, your career is based on that responsibility to the firearms."

[FMeet the Candidates: Michael Franken | News | kmland.com](#)

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An Enhanced Worldview

(OSU 27 May 22) ... Jami Mattox

Lia Mastronardi is passionate about two things — logic and cultures. Three, if you count her cat, TomTom.

Mastronardi is a Master of International Agriculture Program student in the Oklahoma State University Ferguson College of Agriculture. She is also a small-business owner, co-founder of a technology startup, retired Air Force lieutenant colonel and former political adviser.

She has more than 20 years of international experience, but MIAP helps her pursue an interest in sustainability.

"I am kind of like the two sides of a brain," Mastronardi said. "I like people, experiences, culture and languages, but I also like logic."

MIAP students use existing skillsets to develop international agriculture, said Karl Rich, MIAP director.

"For Lia, I think MIAP is an opportunity to pivot," Rich said. "She has all this great experience working in the military. She's got years of experience working with different contractors, managing projects, and so on. MIAP is an opportunity for her to try something else."

A desire to learn drew Mastronardi into her various careers, she said.

"It is a little weird to look back and ask, 'Why did I go there?'" Mastronardi said. "It was not necessarily any plan of mine."

Mastronardi received an Air Force ROTC scholarship while majoring in math at Vanderbilt University. After earning her undergraduate degree and an Air Force commission in 1988, she said she hoped to travel.

"When I joined the Air Force, I asked to be assigned to either coast," Mastronardi said. "So, they sent me to Omaha, Nebraska."

In 1992, Mastronardi caught the attention of her superiors and was selected to attend **Naval Postgraduate School**, where she earned a master's degree in national security affairs, she said. During this time, Mastronardi discovered her affinity for languages, she added.

"I took a language test, and I walked out of there with my head hung low," Mastronardi said. "I really thought I failed the thing."



Instead, she had the second-highest score on the exam.

The next summer, Mastronardi earned a language proficiency in Ukrainian through Harvard University and the Defense Language Institute Foreign Language Center. That fall, she was assigned to Europe.

“Lia always wanted to be overseas,” said Paul DeSisto, retired Air Force lieutenant colonel and one of Mastronardi’s cousins. “She did extremely well as a junior officer, and that is why they sent her.”

While serving as a political adviser at Aviano Air Base in Italy, Mastronardi became friends with then-Capt. Maria Carl, the public affairs director.

“One of the things that brought Lia and I together was this desire for lifelong learning,” said Carl, who retired as a colonel. “The military, especially the Air Force, really cultivates this in its officers.”

After retiring from the military in 2008, Mastronardi continued to travel, managing oilfield logistics in Oklahoma, co-founding a canvassing company in Austin, Texas, and starting a veteran-run consulting business.

“It is not uncommon for a lot of retired military to do a number of different things,” Carl said. “We retire at a pretty young age. There is still quite a bit of runway to do other things.”

Mastronardi capitalizes on her love of logic and cultures by developing sustainability, she said.

“I have always liked sustainability and the focus on the environment,” Mastronardi said. “I learned some while I was in the military. Wars were being fought in Africa, and a lot of it was over water and food.”

Agriculture is one of the best areas for international impact, Rich said.

“If you are working overseas doing international work, agriculture is a fantastic touch point,” Rich said. “That is where the development challenges really are.”

Experiencing different cultures is essential for international development, said DeSisto, who earned a master’s degree in international affairs from OSU while at Vance Air Force Base in Enid, Oklahoma.

“Somebody like Lia is very much unique in her background,” DeSisto said. “It is not just what she has done. It is where she has been, the types of people she dealt with and the places she lived.”

Sustainability is protecting, preserving, and replenishing natural resources in an economically beneficial way, Mastronardi said.

“My focus in MIAP is international, sustainable business,” Mastronardi said. “I would like to do consulting that has to do with policy implementation.”

Mastronardi, like astronaut Thomas Pesquet, thinks of Earth as a capsule, she said.

“I like to see things from a stratospheric level,” Mastronardi said.

“There is a way of being symbiotic with nature. There are ways of using resources that encourage maintenance and preservation.”

The flexibility of MIAP and the option to customize the degree drew Mastronardi to the program, she said, and was the reason Carl recommended MIAP to her.

“They really let you curate your own degree,” said Carl, 2020 MIAP alumnus. “That appealed to Lia, and I know she has been very happy with that.”

Mastronardi, like Carl, is completing the program remotely and will finish in the fall of 2022.

“What I really loved about the MIAP program was the faculty and the fact that you got so much hands-on experience, particularly when you are a distance learner,” Carl said. “I really appreciated how much individual attention they gave us.”

Mastronardi is not in MIAP to build her résumé, Carl said. Rather, she is in the program to learn.

“For someone who is older, like Lia and me, we are already established,” Carl said. “We truly are looking at this as an opportunity to give us insight and education.”

Mastronardi seeks to use her policy background to help agriculturists in other cultures be more sustainable.

“During my time in the military, I worked with a lot of other countries’ governments,” Mastronardi said. “That skillset I already have can lend itself to working in international agriculture.”

Mastronardi’s care for others is not limited to humans. While working oilfield logistics, she rescued her cat, TomTom. Now, they reside in Cape Girardeau, Missouri.



In Mastronardi's myriad of experiences, her intelligence and heart for service led her to improve the lives of those around her, Carl said.

"Lia is a great representative of a student who is truly a lifelong learner," Carl said. "She is not only there to learn for herself, but I really do believe that she can contribute so much to her fellow students and to the faculty. She has such a wealth of experience."

[An Enhanced Worldview | Oklahoma State University \(okstate.edu\)](#)

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New Director Joins LSU's Stephenson National Center for Security Research and Training

(LSU 26 May 22) ... Eddy Perez

LSU's Stephenson National Center for Security Research and Training, or SNCSRT, has a new executive director, James Olson.

"With James' extensive military, corporate and academic experience, SNCSRT is set to surpass its already impressive record as a powerhouse in national security research and training," said LSU Vice President of Research & Economic Development Samuel J. Bentley.

Olson's career includes serving 24 years in the U.S. Navy, where he worked on submarine, aviation and space programs. Since retiring from the Navy in 2006 at the rank of Captain, he has held corporate and academic leadership positions that deliver science and technology systems to support defense and commercial programs with a focus on revenue growth and advanced workforce development. Most recently, he was the executive director of the Center for National Security Initiatives at the University of Colorado Boulder.

"I look forward to working with the SNCSRT to impact revenue growth for LSU research and to expand national recognition for the portfolio of technologies LSU and SNCSRT offer. Collaboration with the LSU research prowess in the colleges and integrating it with SNCSRT in response to improving a broad set of commercial, NASA and Department of Defense agencies' needs for future monitoring and decision systems will help continue to drive growth and create customer demand for LSU capabilities and facilitate regional economic growth," he said.

He joined LSU on May 23 and succeeds Jeff Moulton as executive director.

"SNCSRT and its people are an outstanding organization with a national and international reputation. Working with a team that has this track record and technological expertise is the dream of any team member or leader," he said.

Olson has a bachelor's degree in physics from the University of North Texas and dual master's degrees in meteorology and physical oceanography from the **Naval Postgraduate School**. He served as a nuclear submarine officer, flight meteorologist, geospatial and satellite resources collection manager and science and technology program manager for the Navy.

Following his military career, he was the director of business development at Ball Aerospace and a profit and loss director at Raytheon. He was also executive vice president of Tempus Global Data, managing partner for Earth Observation Data and most recently executive director of the Center for National Security Initiatives.

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NYPD Commissioner Sewell Announces New Executive Designations and Appointments

(NYC 28 May 22)

Chief Jeffrey B. Maddrey has been appointed Chief of Patrol by Police Commissioner Keechant L. Sewell. Chief Maddrey has served in eight precincts and been the commanding officer of Patrol Borough Brooklyn North, the Chief of Community Affairs and the Chief of the Housing Bureau. “Chief Maddrey is one of the best-known leaders in the NYPD and he has managed to blend his talents as an effective crime-fighter with his deep passion for community policing in a way that has touched so many police officers and citizens,” said Commissioner Sewell. Chief Maddrey holds a Master of Science degree in Human Services Leadership from St. Joseph’s College, and a Bachelor of Science degree in Criminology from John Jay College. He is also a 2007 graduate of the Police Management Institute at Columbia University.

Kathleen O’Reilly, has been appointed Chief of the NYPD’s Housing Bureau. Chief O’Reilly has been the commanding officer of Manhattan North, the NYPD’s Transit Bureau and Chief of Patrol. “Kathleen has taken on every challenge that has come her way from leading the protection of Pope Francis on his 2015 visit to New York, to fighting crime in Harlem and Washington Heights and then taking on the challenge of protecting our transit system through the Pandemic and recovery. Kathy began her career as a Housing police officer in 1991 in Harlem. She knows these developments and she leads from the front. I am looking forward to her leadership in reaching out to the residents and protecting the largest public housing developments in the nation,” said Commissioner Sewell. Chief O’Reilly holds a Master of Arts degree in Criminal Justice from John Jay College and a Bachelor of Science degree in Criminology from the State University of New York. She is a 2007 graduate of the Police Management Institute at Columbia University, and a June 2012 graduate of the Harvard Kennedy School Executive Education and in 2017, a Master’s Degree in Homeland Security from the **Naval Postgraduate School** in Monterey California.

In other executive moves, Assistant Chief Ruben Beltran has been appointed Commanding Officer of the NYPD’s Information Technology Bureau and Deputy Chief Kevin Williams has been named Commanding Officer of Patrol Bureau Queens South.

[NYPD Commissioner Sewell Announces New Executive Designations and Appointments | City of New York \(nyc.gov\)](#)

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A Career Under the Sea

(Chronicle Online 29 May 22) ... Jeff Bryan

Being on the water has always been a part of John Roussakies’ life, especially growing up in Homosassa.

Being in it, though, is an altogether different tale for the 1993 graduate of Crystal River High School. And by being in it, it means being under the water as the 24-year Navy veteran recently assumed command of the Ohio-class guided-missile submarine USS Florida during a change of command ceremony May 20 onboard Naval Submarine Base Kings Bay, Georgia. Ohio-class guided-missile submarines provide the Navy with unprecedented strike and special operation mission capabilities from a stealth, clandestine platform, stated a news release issued by the Defense Visual Information Distribution Service.

“Rest assured, I will lead this team with the same passion and dedication as you and all of the previous Florida commanding officers,” Roussakies told Capt. Theron Davis. “I am honored and humbled to join this elite group of individuals as a commanding officer of a United States guided-missile submarine.”

Roussakies discussed his ties to the state of Florida and the ship’s deep connection to its namesake and to submarine history. Florida is one of two SSGNs stationed at Naval Submarine Base Kings Bay. The base is home to all east coast Ohio-class submarines.



“From growing up in Florida, to attending the University of Florida, I will take great pride in serving alongside you to represent this great state,” said Roussakies in a speech to the crew. “As submariners on Florida, we are surrounded by a rich heritage handed down by many – from the Seminole warriors to the heroes who conducted unrestricted submarine warfare during World War II. Their courage and commitment should never be forgotten.”

It’s not the first command Roussakies, a captain, has held since joining the U.S. Navy in 1998 as a graduate of the University of Florida. In addition to his recent assignment, Roussakies’ operational assignments include service aboard ballistic missile and fast attack submarines. He completed four strategic patrols as a division officer aboard USS West Virginia, two North Atlantic deployments as executive officer aboard Submarine NR-1, and completed two Guam mission cycles as executive officer aboard USS Houston. Roussakies served as commanding officer of USS Hawaii in Pearl Harbor, Hawaii. During his tour, Hawaii conducted extensive operations in the Pacific.

“There are unique challenges and threats in operating a submarine in the Pacific verses the Atlantic,” Capt. Roussakies wrote the Chronicle. “However, there is a basic principle that transcends location and that’s training and preparing your team to safely operate the boat in challenging environments and to accomplish the mission.

“My No. 1 job is to develop my team into the future leaders of the United States Submarine Force. The silent service is rich in heritage and tradition and I’m extremely honored to have the opportunity to contribute to that legacy.”

Coupled with his time growing up in Homosassa and his training in NROTC Midshipman at the University of Florida, that drew him to submarines and rigors of the duty required to serve aboard one.

“I enjoyed the relationships of a small community and wanted to be part of a highly skilled cohesive team,” explained Roussakies, who has a bachelor’s degree in mechanical engineering from Florida and a Master’s of Mechanical Engineering from **Naval Postgraduate School**. “After riding my first submarine during summer Midshipman training, I knew I found exactly what I was looking for and have never regretted my decision.”

The job satisfaction from the deployed submarine mission is second to none,” he said.

“Nothing makes you more proud of being a submariner than to see all the hard work and countless hours of pre-deployment training pay off in mission success and knowing your contribution made a difference,” said Roussakies, who is married with two children. “Ask a submariner about their service and you are likely to get a sea story from one of their deployments. The friendships you develop and experiences are lifelong.”

His success in the Navy wasn’t possible without mentor and strong support network, Roussakies said.

His uncle, Master Sgt. Jim Roussakies, and family friends, Capt. Don Boye and Senior Chief Jim Artis, nurtured his interest in the armed forces. Later on, he joined the NJROTC unit at Crystal River High School where Capt. Holmes and Master Chief Hudson further developed him, setting him on the right course for success as a NROTC Midshipman at the University of Florida.

For those considering joining the military, it’s important for the individual to self-reflect and make sure they’re joining for the right reasons, said Roussakies, whose military awards include the Defense Superior Service Medal, Legion of Merit, Meritorious Service Medal (three awards), Navy-Marine Corps Commendation Medal (three awards), Navy-Marine Corps Achievement Medal and various unit, service and campaign awards he shares with his shipmates.

“The military is highly rewarding with many benefits, but it is a demanding career field that requires commitment and high moral standards,” Roussakies said. “If you want to be part of something bigger than any one individual and you have it in your heart to defend our country and serve her citizens, then you have the right mindset.”

Second, he said, establish goals for your life.

“Remain laser focused on achieving those goals through hard work and determination,” Roussakies said. “You have direct influence over doing well in school, this will open doors and provide great opportunities.”

[A career under the sea | Local News | chronicleonline.com](#)



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