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ANNUAL REPORT

THE EMC INFORMATIONIST CHAIR: 2009 A YEAR IN REVIEW



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EMC INFORMATIONIST CHAIR

RADM Wisecup appointed Professor Derek Reveron the EMC Chair, which serves the Naval War College and the security studies community through cutting-edge teaching and research that explores the intersection between national security and information technology. The Chair engages with leaders from academia, industry, and the Department of Defense to explore how knowledge is created, shared, and managed. With a specific emphasis on intelligence, cyber, and maritime security, the EMC Chair explores information sharing between industry and government and between developed and developing countries.

CHARTER

In 2009, the Chair explored questions such as the following:

- How can the global maritime partnership initiative serve as the catalyst for improving interoperability?
- What information should be shared in pursuit of maritime security?
- What are the cultural, policy, technical, and legal impediments to effective information sharing?
- How do international regimes assist in effecting solutions? Can these regimes be improved?
- What are the best practices associated with overcoming cultural, policy, technical, and legal challenges for information sharing?
- How are lessons learned from coalition operations being addressed across the Doctrine, Organizations, Training, Material, Leadership and Education, Personnel, Facilities, or Policy (DOTMLPF-P)?

More broadly, the EMC Chair also considered questions important to the intelligence community. These included:

- How are transnational challenges influencing intelligence cooperation among countries?
- How can cultural, policy, technical, and legal challenges to intelligence sharing be addressed?
- What new counterintelligence challenges are generated in order to create an international information sharing environment?
- What lessons can be learned from international efforts of information sharing that can inform US policy and processes?

Letter from the EMC Chair

When RADM Wisecup appointed me the Naval War College's EMC Chair, I committed to focusing my research activities on maritime security, information sharing, and cyber topics. In doing so, I also adopted the term "informationist" to characterize my approach. Coined by EMC Vice President Chuck Hollis, an informationist understands the context of different kinds of information, the risks associated with different information types, and the opportunities associated with unlocking additional value of existing information. Guided by this, my first year was characterized by partnership, policy relevance, and transparency.

To move discussions beyond Newport, I convened workshops in Washington, D.C., Mayport, Florida, and Bogotá, Colombia. In doing so, I broadened the discussion of maritime security by bringing together participants who study maritime security and those empowered to improve it. This included faculty and staff from across the Naval War College, the Vice Chief of Naval Operations, a special assistant from the National Security Council, and several heads of the maritime industry. The discussions were captured as podcasts, transcripts, and policy papers, which were disseminated near-real time. I am grateful to the support I have received from the Provost, Dean of Academics, NSDM Chair and staff, Public Affairs Office, and the Naval War College Foundation.

In 2010, maritime security will continue to be a key research area. I am currently working with a number of organizations to examine the lessons of various information sharing networks. Further, I am supporting efforts aimed at improving maritime security in East Africa. Given the organizational changes occurring in the Navy through the merger of OPNAV N2 and N6 and the stand-up of Fleet Cyber Command, I will also convene a workshop on cyber war late in the year. The workshop will consider legal, technical, and operational considerations as the real and virtual worlds become closer.

I am pleased to share these highlights of my first year as the EMC Informationist Chair. I am mindful that these few pages cannot capture the depth of this year's activities, but I hope to inspire you to download a podcast at www.usnwc.edu/derekreveren to continue your own efforts of improving maritime security or information sharing.

Sincerely,

Derek S. Reveron, Ph.D.

Professor of National Security Affairs

EMC Informationist Chair



MARITIME SECURITY CONFERENCE—OCT 2009

PIRATES, PORTS AND PARTNERS: MARITIME SECURITY IN THE 21ST CENTURY

The U.S. Naval War College and the Atlantic Council jointly sponsored a conference on the challenges and opportunities for maritime security cooperation with a keynote address by **Admiral Jonathan Greenert**, the Vice Chief of Naval Operations.

The conference examined the drivers of maritime insecurity, assessed ongoing coalition maritime operations, shared lessons learned from maritime security actors and identified challenges to and opportunities for cooperation. These challenges include: policy, technical, cultural and legal aspects. Additionally, there was a special emphasis on information sharing in operations and maritime domain awareness.

Conference panels included:

- Strategic Approaches to Maritime Security
- International Cooperation in Maritime Security
- Lessons Learned from Current Maritime Security Operations
- Information Sharing and Maritime Domain Awareness



RADM Jeff Lemmons, responsible for the Navy's international engagement programs, discusses the importance of international cooperation to confronting transnational challenges.

AGENDA

Welcome Remarks:

- CDR Philip Walker, Senior Fellow, Atlantic Council
- RADM Philip Wisecup, President, US Naval War College
- Mr. Damon Wilson, Vice President and Director, Program on International Security, Atlantic Council
- AMB Mary Yates, National Security Council

Panel 1, Strategic Approaches for Maritime Security :

- ADM(Ret.) Harry Ulrich, Atlantic Council, Former Commander, US Naval Forces Europe and Allied Joint Forces Command - Naples
- BG(Ret.) Mark Kimmitt, Former Assistant Secretary of State for Political-Military Affairs
- Mr. Owen J. Doherty, Director of Office of Security, Maritime Administration, Dept. of Transportation
- Moderator: Dr. Tom Fedyszyn, US Naval War College

Panel 2, The Way Forward on Maritime Security Cooperation

- RADM Jeffrey Lemmons, OPNAV Director for International Engagement, USN
- Moderator: Dr. Derek Reveron, US Naval War College

(cont...)

MARITIME SECURITY CONFERENCE—OCT 2009

PIRATES, PORTS AND PARTNERS: MARITIME SECURITY IN THE 21ST CENTURY



WASHINGTON, D.C. (Oct. 14, 2009) Professor Tom Fedsyzyn (second from left) moderates a panel on strategic approaches to maritime safety and security. The panel was part of a joint workshop between the Naval War College and the Atlantic Council, sponsored by EMC Chair Derek Reveron. NWC President Rear Admiral Phil Wisecup kicked off the workshop that included representatives from across government, industry, and the international community.

AGENDA (cont)

Panel 3, Confronting Maritime Security Challenges

- Mr. Thomas Countryman, Principal Deputy Assistant Secretary, Bureau of Political-Military Affairs
- CDR Frank X. Castellano, Commanding Officer, USS BAINBRIDGE (DDG-96)
- Dr. Win Froelich, National Association of Waterfront Employers
- Moderator: Dr. Ron Ratcliff, US Naval War College

Panel 4, Information Sharing and Maritime Domain Awareness

- ADM(Ret.) Greg Johnson, Former Commander, US Naval Forces Europe and Allied Joint Forces Command
- Mr. Dana Goward, US Coast Guard
- Mr. Steve Carmel, VP, Maritime Services, Maersk Line Limited
- Moderator: Dr. Derek Reveron, US Naval War College

Keynote Address, ADM Jonathan Greenert

- ADM Johnathan Greenert, Vice Chief of Naval Operations, USN
- Moderator: Mr. Franklin D. Kramer Vice Chair, Atlantic Council, former Assistant Secretary of Defense for International Security Affairs

RADM Phil Wisecup (Excerpt)

In the end, topics which I saw here on the agenda were discussed among the chiefs, and so I see a wide avenue for cooperation. I'm very pleased that this dialogue is commencing here. Partnerships cut across many lines: military, government, industry, labor, public, private. This joint workshop, for example, pools our unique resource to consider the challenges of maritime security and safety, and maybe we'll have another one of these up in Newport.

It's a full day, many distinguished from across the military, government, industry and labor. It gives us the opportunity to forge new friendships, raise awareness of maritime security and safety issues, discuss strategic approaches to improving maritime security and safety and inform the interagency thinking on maritime security.

So I'm very, very pleased to be here with you today and hope this will be a full and productive conference.

(10/14/09— Transcript)

ADM Harry Ulrich (Excerpt)



Let me be clear up front. When I speak of citizens I am speaking for all citizens of all nations. This is not because I'm altruistic; it is because I fully understand that maritime security anywhere is maritime insecurity everywhere, and that solutions cannot be found within one's own borders because it is an international challenge that requires an international solution.

(10/14/09— Transcript)

Through the support of the Foundation, Professor Derek Reveron staged a workshop on maritime safety and security in Washington, D.C. The event was co-sponsored with the Atlantic Council of the United States and was Professor Reveron's inaugural event as EMC Chair. The event brought together experts from across the Defense Department, the U.S. government, industry, and the international community to consider pirates, port security, and partnerships. Ambassador Mary Yates, Special Assistant to the President & Senior Advisor on Strategic Planning on the National Security Council, kicked off the event by charging the participants to develop some actionable ways to improve maritime security.

Naval War College faculty moderated three panels and two keynote addresses that included two retired 6th Fleet commanders, an assistant secretary of state, the current US government lead on countering piracy, vice president for Maersk Line Limited, and the Vice Chief of Naval Operations. Over 140 people attended the proceedings, which can be listened to on the Naval War College webpage (www.usnwc.edu/derekreveron).

The workshop had immediate effects that were noted by NWCF Regional Director, Tim Davison, who sees “opportunities to engage in the dialogue and evolution of thought on national security issues are proving to be extremely beneficial for all.” Additionally, the event raised public awareness of maritime security issues, analyzed the drivers of maritime insecurity and shared lessons learned from maritime security actors. For Professor Reveron, a tangible goal was identifying policy, technical, cultural, and legal challenges for improving information sharing. This has important effects as the Navy refines its global maritime partnership concept and maritime domain awareness. The workshop supports his research and efforts to assist Navy fleets improve their capabilities. A follow-up workshop with Naval Forces South/Fourth Fleet was held in December.



NWC Professor Ron Ratcliff moderates a panel on ways to improve maritime security with Dr. Winn Froelich (National Association of Waterfront Employees), CDR Frank Castellano (CO, USS Bainbridge), and Thomas Countryman (Principal Deputy Assistant Secretary of State, Bureau of Political-Military Affairs).

MARITIME SECURITY CONFERENCE—OCT 2009

PIRATES, PORTS AND PARTNERS: MARITIME SECURITY IN THE 21ST CENTURY

The Final Word



Admiral Jonathan Greenert, Vice Chief of Naval Operations, delivers the keynote address .

The conference examined the drivers of maritime insecurity, assessed ongoing coalition maritime operations, shared lessons learned from maritime security actors and identified challenges to and opportunities for cooperation that include policy, technical, cultural and legal aspects. There was a special emphasis on information sharing in operations and maritime domain awareness. Conference panels included:

- Strategic Approaches to Maritime Security
- International Cooperation in Maritime Security
- Lessons Learned from Current Maritime Security Operations
- Information Sharing and Maritime Domain Awareness

Naval War College President Rear Admiral Phil Wisecup was pleased with the event, enabled through the EMC endowment. He noted that harnessing the intellectual capabilities of the college for the Navy, and the national security community is a key priority in Newport. Foundation-funded chairs, like the one Professor Reveron occupies, are key capabilities for the college. In the short-term, the event informed thinking about maritime security at the highest levels of government. In the long-term,

students and faculty can use the proceedings in their research of maritime



security issues to inform strategy development, exercise planning, and security cooperation.

RADM JEFFREY LEMMONS

(Excerpt)



We are all united by the sea. I don't care if you're a land-locked country or if you have miles of coastline; you depend upon the sea for the health of your economy.

And we, as the United States and the United States Navy, do not have all the resources to do this alone. This is a – it's called out in our strategy as well. It's the willing banding together to take on the burdens that are disrupting the global economy through its maritime commerce.

(10/14/09– Transcript)



We believe that maritime security is one of those key 21st century challenges. Obviously there are both EU and NATO counter-piracy operations underway or off the coast of Somalia, alongside with the coalition led by the United States. Furthermore is the strong economic link between the United States and Europe as one of the supporting pillars of the trans-Atlantic relationship, and it relies on the safe and secure use of the oceans to facilitate that relationship.

I really don't have to mention our reliance on the international waterways for global commerce or the importance of the maritime aspect of homeland

security on both continents. But maritime security is also an opportunity for our relationships. It's one of those areas where the United States and its friends and allies can find common ground to work together to safeguard international peace and security, as well as to ensure continued global prosperity.

Maritime security cooperation can be an enabler to advance cooperation on other strategic issues such as energy security or health security. In short, there are many challenges to maritime security, ranging from piracy to environmental degradation, but it also presents a unique opportunity for U.S. leadership to tackle global challenges in concert with other partners in both the public and the private domains.

Damon Wilson, Vice President and Director, International Security Program, Atlantic Council

Ambassador Mary Yates (Excerpt)

...maritime security and domain awareness is a very, very complicated issue that no one person can – no one nation, no company, you know, no multilateral organization can own. We've got to work together and we've got to partner if we're going to get this right.

So I mean, to me that was – I mean, it's not a revolution to think about that, but that conference that day made my head hurt when I saw the complexities and the layers of complexities, and I know you will explore that in the course of the day today because maritime security concern and the sovereign – it's the sovereign right of all nations to use the global commons, the world's oceans.

And working in policy and strategic planning at the White House, the word "global commons" comes up often, but I've found that a variety of people either know or think they know what the term means. So I went to Wikipedia – (laughter) – and Wikipedia tells us, "that which no one person or state may own or control and which is central to life."

In old English law, the commons was a track of ground shared by the residents of a village and it belonged to no one. It's where the cattle could graze. It's where they would meet in a village square. But the property was held for the common good of all.

So I think the term "global commons" really applies to the oceans and I think it's something we all need to think about when we become stakeholders in trying to solve the problems.

I think the other point that I would make from the perch where I am – this is also not just a United States issue but certainly within the United States it has to be a whole of government effort with our international partners in multinational organizations.

(10/14/09— Transcript)



Bogotá, Colombia Event— 2009

STRATEGIC INTELLIGENCE SYMPOSIUM

In concert with US Southern Command, US Embassy Bogotá, and the Colombian Ministry of Defense, the EMC Chair convened a three-day strategic intelligence symposium.



The symposium had three main objectives:

- Analyze strategic intelligence challenges of the future
- Reinforce information sharing relationships across Colombia's intelligence community and US Southern Command
- Provide an intellectual framework to develop a national intelligence strategy for Colombia



Derek Reveron discusses global security challenges in *Bogotá* in support of US Southern Command's efforts to support Colombia's development of a national intelligence strategy.



U.S. Naval War College professors Joan Johnson-Freese, Derek Reveron, and Larry McCabe developed a 3-day symposium on the future security environment for Colombia's intelligence community. During the week, Colombians from across its interagency and military met in Bogota to discuss the security implications of globalization, methods to assess the security environment, and processes to develop a national strategy. The symposium is a part of NWC support to Southern Command, which has been on-going for three years. Pictured are representatives from NWC (center and far right), Colombia's National War College and U.S. Southern Command.

Event Agenda

Day 1

- Symposium Overview
- Globalization and Latin America
- Global Security Challenges
- Technology, Space, and Intelligence
- Intelligence Challenges of the 21st Century

Day 2

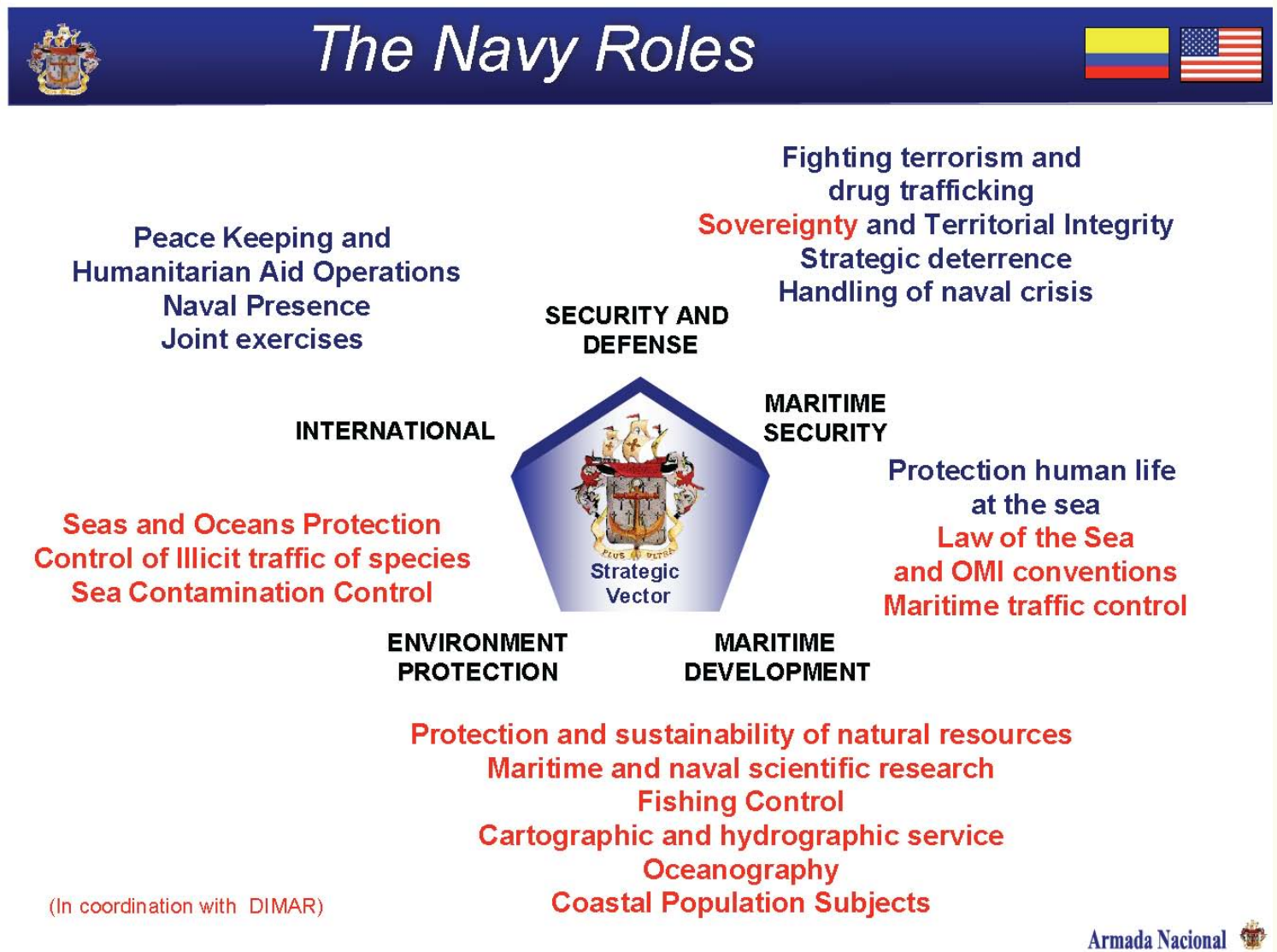
- Colombia, Law, and Intelligence
- Colombia's Strategic Outlook
- Non-Traditional Intelligence Challenges: Human Security
- Counterintelligence Challenges

Day 3

- Intelligence and Democracy
- Alternative Futures for Colombia
- Intelligence Strategy Development
- Concluding Remarks and the Way Ahead

COLOMBIA: NATIONAL INTELLIGENCE STRATEGY

As Colombia begins to engage beyond its borders by participating in peacekeeping operations in the Western Hemisphere or multinational operations in Afghanistan, Colombia's intelligence leaders recognized that its analysts need to increase strategic awareness. This was reaffirmed during the 2nd annual bilateral intelligence summit between SOUTHCOM and Colombia, which Naval War College faculty moderated. At the intelligence summit, the heads of Colombia's military intelligence agencies requested SOUTHCOM support to develop a symposium for its mid-level intelligence analysts and managers of intelligence. By partnering with the US Naval War College, this event brought together strategic intelligence experts from the United States and Colombia to discuss strategic intelligence, intelligence challenges of the 21st century, strategic warning, information sharing, and the relationship among intelligence, democracy, and national policymaking.



COLOMBIA: NATIONAL INTELLIGENCE STRATEGY

The COLNAV Strategy: CLOSING THE GAP

- More effective application of force
- Assets availability
- Increased intelligence and interoperability
- Joint operations
- Command and Control
- Training, organization and doctrine
- Logistic support
- Legal actions
- Increased international cooperation



There is no tool more effective than cooperation between Naval Forces and Coast Guard Services through integrated, joint, innovative, and audacious actions to effectively counteract the illicit use of the oceans and to assure a healthy maritime environment legacy for the generations to come.



The COLNAV Strategy : CLOSING THE GAP



INTELLIGENCE + ASSETS INTEGRATION + FORCE STRENGTHENING + INTERNATIONAL COOPERATION



STRATEGIC ACTIONS



- MORE EFFECTIVE APPLICATION OF FORCE
- ASSETS AVAILABILITY
- INCREASED INTELLIGENCE AND INTEROPERABILITY
- JOINT OPERATIONS
- COMMAND AND CONTROL
- TRAINING, ORGANIZATION AND DOCTRINE
- LOGISTIC SUPPORT
- LEGAL ACTIONS
- INCREASED INTERNATIONAL COOPERATION

MARITIME AND RIVERINE INTERDICTION



Workshop on Intelligence and Maritime Security

US Naval War College

December 2009



Agenda

Day 1

Official Welcome

CAPT Taylor, NAVSOUTH N2

Professor Derek Reveron, US Naval War College

NAVSOUTH/FOURTHFLEET and the Maritime Domain

Challenges of Information Sharing

Moderator: Professor Derek Reveron, US Naval War College

"Public-Private", David Harriss, General Manager, Maersk Line Limited

"The FBI: Transforming National Security, 2001 to 2009"

"International" CDR Fran Cloe, USN, OGMSA

Models of Intelligence Cooperation

Moderator: CAPT David (Axel) Foley, Office of Naval Intelligence

"Interagency," Wesley Moy, Department of Homeland Security

Legal Barriers to Information Sharing: An Overstated Case, CAPT Dave Sanders, JAGC,

"Multinational," Dave Carrington, US Naval War College

Intelligence Support to Security Cooperation

Moderator: Professor Larry McCabe, US Naval War College

Lowell McClintock, Director Theater Security Cooperation, Naval Forces South

"Information is Understanding," LCDR Ruben Ramos, US Southern Command

Pedro Nunez, US Southern Command

In an effort to comprehend and analyze challenges to intelligence cooperation in the Hemisphere, US Naval Forces South/U.S. Fourth Fleet hosted a US Naval War College workshop on intelligence and maritime security. The EMC Chair convened representatives from DOD, the interagency, industry, and international partners to discuss ways to improve information sharing in the face of legal, policy, cultural, and technical challenges.



Officers from Peru, Chile, Colombia, and Ecuador offered their perspectives on information sharing in Mayport, Florida.

CAPT Dave Sanders, JAGC (Excerpt)

Maritime intelligence and maritime security are dependent upon interagency collaboration and information sharing at all levels of government, between governments and international partners and between government and the global maritime community of interest.

The Office of Global Maritime Situational Awareness is eminently involved in promoting information sharing efforts to improve safety, security, trade and commerce within the global maritime community of interest.

Always a balance must be struck between the rights of the individual and the rights of the public. Legal barriers to information sharing strike that balance.

The sharing of information in safeguarded systems, within a secure environment by authorized individuals under circumstances allowed by the law accomplishes that balance.



Workshop on Intelligence and Maritime Security

US Naval War College

December 2009



Professor Larry McCabe, Naval War College, moderated a panel on promoting information sharing with Lowell McClintock, Director Theater Security Cooperation, Naval Forces South, LCDR Rubén Ramos, US Southern Command Policy & Strategy, and Pedro Núñez, US Southern Command, International Engagement Directorate.

LT Henry Irizarry, USCG (Excerpt)

Ships, ports and waterfront facilities remain attractive targets for criminals and organized crime because of the centralized aggregation of containerized or warehoused goods that more often than not have yet to be subjected to end-user accounting and valuation. Due to these factors, the maritime trade has increasingly become an important target for both transnational threats and asymmetric organizations. These organizations are very aware of the fact that the maritime industry is an exploitable soft target as it relates to the smuggling of humans, weapons and drugs.

In response to this threat the maritime and intermodal transportation system has pursued bold initiatives. The U.S. Coast Guard took a multilateral approach by working through the International Maritime Organization to establish new international standards for improving security practices both on vessels and within ports known as the International Ship and Port Facility Code.

Similarly, the U.S. Customs and Border Protection Agency has mandated that carriers electronically file cargo manifests that outline the contents of U.S. bound containers 24 hours in advance of their loading overseas. ... If a potential risk is identified, the partner nation is notified and the container in question will be inspected overseas before it is loaded on the U.S.-bound ship. This protocol is called the Container Security Initiative. There are currently 58 CSI port agreements in place where the host country permits

Agenda

Day 2

Maritime Security and Technology

Moderator: Professor Mary Raum, US Naval War College
"Maritime Domain Awareness," CAPT Doug Wied, PEO C4I
"Implementing MDA in SOUTHCOM," CAPT Marc Weeks, Director, Partnership For the Americas Collaboration Center, US Southern Command
"Operation Enduring Friendship," LT Henry Irizarry, US Southern Command

Foreign Liaison Officer Perspectives on Information Sharing

Moderator: CDR (Chile) Alberto Soto, International Fellow, US Naval War College
CAPT Jose Sierra, Colombia's Liaison to Naval Forces South
Colombia Perspective
CAPT Oswaldo Unda, Ecuador's Liaison to Naval Forces South
CDR Augusto "Tito" Ganoza, Peru's Liaison to Naval Forces South
Peru Perspective

Workshop Summary

CAPT Eric Taylor, Naval Forces South
Professor Derek Reveron

U.S. Customs inspectors to operate within their jurisdiction.

The U.S. Department of Defense and the Department of Energy have developed programs aimed at minimizing the potential threat of weapons of mass destruction. Another program that exists is the Customs-Trade Partnership Against Terrorism in which importers and transportation companies agree voluntarily to conduct self-assessments of their company operations and supply chains, and then put in place security measures to address the security vulnerabilities they find. Multilaterally, the U.S. Customs and Border Protection Agency is constantly working with the World Trade Organization to establish guidelines to improve security for all countries.

(12/8/09— Transcript)



Workshop on Intelligence and Maritime Security

US Naval War College

December 2009



Capitán de Fragata (Peru)
Augusto Ganoza

We have to be very cautious with the language we use, such as “Amazon control” or “amphibious assault on an island.” We need to understand that there are *sensitive terms* that affect the region, and a misuse of them could damage the goals and objectives of multinational operations which seek to enhance cooperation and friendship.

As the third stone, we have the equipment / technology involved in the exchange of information. The old PAC3T, LINK 11 and TTY were examples of the efforts to integrate multinational forces. The sys-

tems were installed and operated by US Navy personnel onboard the partner nation navies with little or no success due to the complexity of the system and the constraints for personnel from each ship to operate them. Now, the CENTRIX systems are a different approach, they utilize a universal operating system as a mail communication tool and most importantly, it is operated by partner nation’s personnel.

The fourth cornerstone is Cultural Awareness. The fact is that we are different navies with our own identity and different cultures. The “way we do things”, for example - our attention to formalities, is as important as the core of the operational activities.

LCDR Ruben Ramos, US Southern Command (Excerpt)

Information is Understanding

Understanding the Strategic Culture:

- What are the drivers- traditions, cultures, religions, values?
- Language barriers and idiomatic expressions
- Increase understanding and minimize the assumptions for the steady state operations

Development and dissemination of the product:

- Maximize unclassified mediums
- IT / Web based access varies widely throughout the AOR, multinational vs. bilateral agreements
- Do not assume bandwidth is the same for all
- Basic printing

Dissemination of information at the right level or at the right volume:

- Is the information necessary or nice to have?
- Is it value added?

Current political ‘cloak & dagger’ (an extension of the Strategic Culture):

- ALBA v OAS v Zelaya v Michelleti, v Chavismo y Boliviarismo
- Always use caution- the product can end up on the wrong place and subject to misinterpretation

How do we engage Partner Nations like Cuba and Venezuela?

- Find common interests- HA/DR, Safety of Navigation and Aviation, SAR and leverage
- Professional mil to mil engagements are value added regardless of the political winds of change



Workshop on Intelligence and Maritime Security

US Naval War College

December 2009



CAPT Marc Weeks,
Director, Partnership For the Americas
Collaboration Center, US Southern Command

So, what is the information sharing solution?

1. The issues related to information sharing may never be solved because we simply cannot control the policy barriers of partners. What we can do, is continue to push to change our DoD culture as it relates to our culture of fear in terms of over-classification and perhaps over protection of information. We can also leverage the establishment of the DoD EA for MDA and their efforts to systematically attack these challenges and continue to work within our own government channels to simplify our processes to reduce the impacts of information sharing barriers. Further, we can continue to develop and implement our partnering motto and leverage small baby step victories into larger MDA information sharing solutions with a goal of achieving multi-lateral regional information sharing networks across multiple classification systems.
2. Collectively, we have not done a very good job of writing (or even understanding) the requirement. Complete and continuous domain awareness may very well be an unachievable goal because the resources simply do not exist. So, if we systematically write realistic requirements that fall into the SA-CIEA-VA model outlined above, then as science continues to develop we can apply the science to the ISR problem.
3. Technology development must understand and develop solutions that account for the information sharing barriers identified above. Within the USSOUTHCOM MDA team, we have high hopes for the NAVY Non-Classified Enclave (NCE) or similar system. Not only from the individual MDA aspect, but from a broader partnering and collaboration effort that may or not be specifically linked to a MDA mission or function. For instance, NCE can also solve numerous partner and partner nation collaboration and sharing issues across a broad range of USSOUTHCOM missions such as Humanitarian Assistance – Disaster Relief (HADR) efforts. Conceptually, the system meets our needs. However, we do fear that the system does not account for the broad range of information sharing challenges discussed above. Further, we are concerned about the interoperability and integration with ongoing efforts in the other domains. From what we have observed, NCE addresses the first step in the information sharing conundrum...that of collaborating in a “NON” classified or internet domain.

Maritime Domain Awareness (MDA) is a very difficult problem set, as evidenced by the plethora of

literature, conferences, organizations, and national guidance established to address. Each of the widely

recognized functional area domains...Air/Space, Maritime, Land, and Cyber present a unique set of challenges. In US-SOUTHCOM, we have established an ad hoc cross-functional MDA team that consists

of subject matter experts who support our MDA efforts on a *part time* basis. One of our

paradigms is that the technological “Holy Grail” solution will not come to fruition.

-CAPT Marc Weeks



EMC INFORMATIONIST CHAIR

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Upcoming Activities 2010.

Overcoming Information Sharing Challenges.

US Naval Forces South

National Intelligence Strategy Development

Bogota, Colombia

Maritime Security and Semi-Submersible Vehicles

US Southern Command

Cyber War

US Naval War College



Dr. Reveron is a professor of national security affairs at the U.S. Naval War College in Newport, Rhode Island. He specializes in security cooperation, democratization, political violence, and intelligence.

Additionally, he serves the Naval War College as the EMC Informationist Chair by focusing on maritime security, information sharing, and cyber topics.

His books include: *Exporting Security: International Engagement, Security Cooperation, and the Changing Face of the military* (2010), *Inside Defense: Understanding the 21st Century Military* (2008, co-editor), *Flashpoints in the War on Terrorism* (2006-editor), and *America's Viceroy: The Military and U.S. Foreign Policy* (2004, editor). He serves as a senior editorial board member for the *National Intelligence Journal*, and editorial board member of the *Naval War College Review*.

He is also a contributing editor to the *New Atlanticist*, the blog for the Atlantic Council of the United States.

Before joining the Naval War College faculty, Dr. Reveron taught political science at the Joint Military Intelligence College, National Defense University, and the U.S. Naval Academy. During graduate school, he formulated, implemented and evaluated democracy promotion programs for the NGO Heartland International.

He received an MA in political science and a Ph.D. in public policy analysis from the University of Illinois at Chicago and a diploma from the U.S. Naval War College.