



NPS IN THE NEWS

Weekly Media Report – June 28-July 5, 2022

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RESEARCH:

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(GovConWire 1 July 22) ... William McCormick

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FACULTY:

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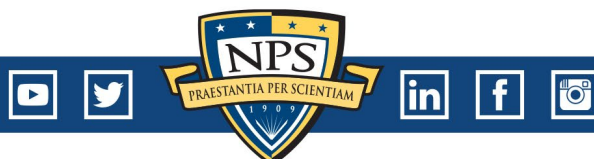
(Onward State 28 June 22) ... Gabe Angieri

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[Despite Right-Wing Narrative, "Hardening" Schools is Taking the Easy Way Out](#)

(Salon 28 June 22) ... William Astore

Hardening schools and arming teachers is the wrong approach to rising gun violence, Air Force vet writes... William J. Astore is a retired lieutenant colonel. He has taught cadets at the U.S. Air Force Academy, officers at the **Naval Postgraduate School**, and currently teaches at the Pennsylvania College of Technology. He is the author of "Hindenburg: Icon of German Militarism," among other books. He may be reached at wastore@pct.edu.



ALUMNI:

[CMA Naval Postgraduate School Meyer Scholar Shines at NSWC Dahlgren Division](#)

(Times Herald 27 June 22)

“Why did I join the Navy?” Lt. Sasha Barnett asked rhetorically. “Since I was probably 10, I’ve always felt a calling to be a part of something bigger and greater than myself.”

[How Can Company Leaders Develop New Ones? Tips They Can Give Recent Grads](#)

(Value Walk 27 June 22) ... Barbara Bell

Company leaders who are welcoming recent college graduates to their organization see themselves in the young faces walking in the door. Like these new graduates, C-suite executives and department managers once made the challenging transition to the corporate world, taking their first professional job with a combination of optimism, excitement and nervousness... Barbara Bell (www.captainbarbarabell.com), author of *Flight Lessons: Navigating Through Life’s Turbulence and Learning to Fly High*, was one of the first women to graduate from the U.S. Naval Academy and the U.S. Naval Test Pilot School. Now she works to empower the next generation of female leaders. In 1992, Bell and fellow aviators went to Capitol Hill to help successfully repeal the combat exclusions laws, opening up combat aircraft and ships to women in the military. Bell holds a B.S. in systems engineering from the United States Naval Academy, an M.S. in astronautical engineering from the **Naval Postgraduate School**, an M.A. in theology from Marylhurst University and a doctorate in education from Vanderbilt University. Currently she is an adjunct professor of leadership at Vanderbilt, where she is developing the next generation of leaders for our world.

[BFD Veteran Named as New Fire Commissioner](#)

(Universal Hub 30 June 22)

(WCVB 30 June 22)

(Boston 25 News 30 June 22)

(WGBH 30 June 22)

Mayor Wu today named Paul Burke of Roslindale as the Boston Fire Department's new commissioner, replacing Jack Dempsey, who retired...Burke went to UMass Amherst and has an MA in homeland security from the **Naval Postgraduate School** in Monterey.

[Acting Fire Commissioner Laura Kavanagh Appoints John J. Hodgens As Chief of Department And John M. Esposito As Chief of Fire Operations](#)

(NYC 1 July 22)

Acting Fire Commissioner Laura Kavanagh today appointed John J. Hodgens as Chief of Department, the highest-ranking uniformed position in the FDNY, and John M. Esposito as Chief of Fire Operations. In addition, Malcolm Moore was promoted to Deputy Assistant Chief and was appointed Chief of Special Operations and Charles R. Downey was promoted to Deputy Assistant Chief and appointed Chief of the Fire Academy... He studied at John Jay College of Criminal Justice and Columbia Southern University, receiving a Bachelor of Applied Science degree in Fire Science and Emergency Management. He also graduated from the **Naval Postgraduate School** – Center for Homeland Defense and Security’s Executive Leadership Program (2021), the FDNY’s Advanced Leadership Course (2014) and the Officers Management Institute (2013). Chief Hodgens’ father, John J. Hodgens Sr., also rose to the rank of Chief, and served as the Chief of Fire Prevention. He retired in 1997 as an Assistant Chief after 32 years of service.

UPCOMING NEWS & EVENTS:

July 19: [Emerging Technology Awareness for the Warfighter](#)

July 26: [Strategic Communication Workshop \(SCW\)](#)



RESEARCH:

Navy CIO Aaron Weis Receives 3rd Wash100 Award From Executive Mosaic CEO Jim Garrettson

(GovConWire 1 July 22) ... William McCormick

Aaron Weis, chief information officer of the Department of the Navy, was recently presented his 2022 Wash100 Award, the most prestigious award to recognize the most influential members of the government contracting (GovCon) for the coming year, by Executive Mosaic CEO Jim Garrettson during a visit.

Executive Mosaic recognizes Aaron Weis as a three-time Wash100 Award winner for his efforts to continue modernization of enterprise information technology as DON seeks to prevent a regress to its pre-pandemic IT practices.

With his latest Wash100 win, Aaron Weis has received the highest honor in our industry for his tireless support of the GovCon community as well as driving renewed capabilities for the Navy as well as our warfighters in the areas of cloud as well as network modernization and research.

Most recently, Weis commented on the signing of a cooperative research and development agreement between the **Naval Postgraduate School (NPS)** and Microsoft to assess the potential military applications of commercial technologies and collaborate on technology research projects to support warfighting and national security initiatives.

“This agreement between NPS and Microsoft takes that initiative to the next level, creating a defined cooperative research collaboration between a global tech giant and the capabilities it brings to bear, with the Navy’s leading science and technological university, where operationalizing innovation is core to their mission,” Weis added.

The joint research projects between NPS and Microsoft will drive operational uses of intelligent edge computing and cloud-enhanced networks; identify ways to incorporate gaming, exercising, modeling and simulation into command decision-making; and develop smart campus in Monterey.

In addition, Aaron Weis commented on how the fundamental changes involved with the latest IT architectures could be significant in helping the Department of the Navy increase its agility and security of its enterprise network as a part of a broader network modernization strategy in April.

Weis also explained how DON is looking to transform how it operates and protects the network with software-defined technology. The 2022 Wash100 Award recipient highlighted DON’s focus on the importance of cloud as well as driving edge and tactical edge cloud, which is especially crucial to the Navy since its mission workforce is at sea with low bandwidth and other connectivity issues.

Executive Mosaic is proud to recognize the Department of the Navy as well as Aaron Weis for being named a 2022 Wash100 Award recipient. As a three-time winner of the most coveted award in GovCon, Weis has demonstrated a level of success and recognition within the GovCon community that can only be properly recognized with the prestigious Wash100 Award.

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FACULTY:

It’s Not Going to Be Easy For the G7 to Cap The Price of Russian Oil

(Politico 28 June 22) ... America Hernandez

Western sanctions already had the perverse effect of increasing the energy profits financing Russia’s war in Ukraine — and the G7’s new plan to fix that by capping prices on Russian oil could also backfire.



On Tuesday leaders of the world's advanced democracies put forward an idea that looks good on paper: Convince countries which so far haven't been willing to boycott Russian oil to at least gang up and agree to only buy it at rock-bottom prices.

Moscow gets less cash, willing buyers still get cheap crude, and the overall global oil supply doesn't shrink, meaning energy prices don't spike.

G7 heads insist the price cap will punish Russia for invading its neighbor.

"We are working to make sure Russia does not exploit its position as an energy producer to profit from its aggression at the expense of vulnerable countries," the G7 statement reads.

But such a scheme would be complicated to set up and onerous to enforce.

The idea is to allow Russia to earn enough to continue exporting, but too little to fund its war machine. Price cap proposals range from a few dollars above the so-called "break-even price" it costs Russia to produce a barrel of oil — which averages around \$42, but for certain oil fields is as low as \$10 — to using an average of last year's global oil price of around \$70 per barrel.

For comparison, the global benchmark Brent crude is currently around \$112 per barrel, while Russian Urals crude trades at a \$35 discount.

Making the cap work isn't as simple as setting a price — it would involve dealing with insurance markets, oil distribution chains and a hefty dose of diplomacy with big buyers like India and China.

There's also the risk of unintended consequences. Over the past four months, Western leaders have discovered that declaring Russian barrels off-limits — or just threatening to do so — has caused crude prices to skyrocket in anticipation of reduced global supply, leading to economic pain for countries respecting the ban.

Meanwhile, less-scrupulous buyers — notably India and China— have gotten the benefit of a discount on the shunned Russian barrels, while Moscow raked in record profits by selling less oil but at a higher overall price.

A cap could even make authorized cheap Russian oil a more highly sought-after commodity, which runs counter to the idea of shunning Moscow until it pulls out of Ukraine.

"Once you put a cap on Russian oil then you're actually saying it's not illicit, it's legal, there's no consequences for buying Russian," said Brenda Shaffer, senior fellow at the Atlantic Council's Global Energy Center and energy professor at the U.S. **Naval Postgraduate School**. "And if the price is lower, it's the most attractive in the market and suddenly Russia is the darling of the ball everyone wants to dance with."

Targeting tankers

It wouldn't be enough to require open energy exchanges to sell Russian crude at the mandated price, because buyers and sellers could simply transact for Russian crude privately via confidential contracts.

That's why G7 leaders are focusing on a "comprehensive prohibition of all services, which enable transportation of Russian seaborne crude oil and petroleum products globally, unless the oil is purchased at or below a price to be agreed in consultation with international partners," the statement reads.

A senior EU official said the measure would target the finance, insurance and transportation of oil.

That would mean forbidding shipping insurers, the vast majority of which are in the EU and U.K., from extending protection to Russian oil cargoes.

"The way these crude purchases are transacted is that typically, a buyer doesn't shell out \$100 million for a cargo purchase — they put down a bit of a deposit themselves but the rest is provided by a bank in the form of a credit note," said Ajay Parmar, senior oil market analyst with ICIS.

The 'Seasprat', a German-registered tanker that was carrying Russian oil products, lies moored with its hull spray painted with 'Peace - Not Oil' by Greenpeace activists on March 8, 2022 in Bremen, Germany | Photo by David Hecker/Getty Images

Banks won't issue that credit note if the cargo isn't fully insured.

"And if you go to London for insurance and they say, 'Oh it's Russian crude, I can only insure it by X amount,' a buyer is not going to be willing to pay above the price per barrel that it can get insurance on because otherwise it is at massive financial risk," Parmar added.



Simone Tagliapietra, senior fellow at the Bruegel think tank in Brussels, warned of the possibility of a black insurance market, where the insurer "gets a piece of paper corresponding to the cap, but in reality the buyer pays the Russians into a separate bank account somewhere to get the oil."

Market meddling

But even if all goes well, there's still the matter of allocating the heavily discounted oil.

"Let's say there's this price cap of X, and it actually works — which buyers get access to this cheap Russian crude and which buyers have to go off and still pay the market price? How does that get decided?" asked Laurent Ruseckas, executive director at S&P Global Global Commodity Insights. "Or, if you're selling this capped crude oil at the price that's still being set by the market, that's a huge margin and a lot of money. Who's going to make a lot of money? I just think it doesn't fit easily with normal market principles."

There has been talk of using such profits to set up an aid fund for Ukraine — but a major obstacle to the price cap's success will be getting buyers of Russian crude — notably India and China— to participate in the scheme.

The senior EU official acknowledged the price cap only "works under certain conditions: if it's applied globally, if it's comprehensive, if you have those who control the markets [on board] ... China is quite an important actor."

Parmar said India appears more willing to play along, but China "has not been willing to engage so far, and is obviously pretty unlikely to be joining in on any agreement with the West."

That would lead to a three-tier marketplace, according to the Atlantic Council's Shaffer. Buyers would choose between the normal global benchmark price, a low authorized Russian crude price, and what Shaffer called a "gray market" price for illicit Russian barrels at an intermediate price, delivered and paid for using subterfuge tactics perfected by Iran and Venezuela to obscure the origin of the oil.

[It's not going to be easy for the G7 to cap the price of Russian oil – POLITICO](#)

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Anthony Atchley Named College Of Engineering's Acting Dean

(Onward State 28 June 22) ... Gabe Angieri

Anthony Atchley will serve as the acting dean of the College of Engineering beginning August 15, the university announced Monday. This comes as the former dean, Justin Schwartz, transitions into the role of Penn State's interim executive vice president and provost.

Atchley, who has been with Penn State since 1997, is currently the senior associate dean of the College of Engineering. Previously, he served as associate dean beginning in 2008 before gaining the "senior" title in 2014.

"Anthony has been a tireless advocate for the college and an invaluable partner for me since I arrived at Penn State in 2017," Schwartz said. "I have depended on his council, deep institutional knowledge, wisdom and friendship, and I know Anthony will step into this role not simply as a caretaker but as a leader who will continue to pursue the college's strategic priorities."

Atchley originally came to Penn State to lead the graduate program in acoustics, and he still serves as a professor of acoustics to this day. Additionally, he is responsible for co-chairing two COVID-19 response subcommittees amid the pandemic.

"I am honored to build upon the leadership shown by Dean Schwartz since he arrived at Penn State in 2017 and to continue advancing the college as we build a more equitable and inclusive academic community in engineering," Atchley said. "From our facilities transformation now underway at University Park, to record levels of interest and demand among prospective engineering students, to a research enterprise that continues to reach new heights for impact and expenditures, the college is well positioned for the future."



Before arriving in Happy Valley, Atchley chaired the **Naval Postgraduate School's** Physics Department. Schwartz noted that the College of Engineering "could not be in better hands" during this transitional period.

Schwartz is transitioning into his new role as interim executive vice president and provost after the announcement that current provost Nick Jones will step down on August 15. Jones has held the position since 2013.

[Anthony Atchley Named College Of Engineering's Acting Dean | Onward State](#)

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Despite Right-Wing Narrative, "Hardening" Schools is Taking the Easy Way Out

(Salon 28 June 22) ... William Astore

Hardening schools and arming teachers is the wrong approach to rising gun violence, Air Force vet writes.

Consider this a rarity. In my introductions to TomDispatch pieces, I've seldom quoted myself, but in April 2021 I wrote a piece I called "Slaughter Central" and, as a lead-in to retired Air Force lieutenant colonel, historian, and TomDispatch regular William Astore's thoughts on the mad Republican response to the recent school slaughter in Uvalde, Texas, let me offer these excerpts from it. Sadly enough, I wouldn't change a word.

"By the time you read this piece, it will already be out of date. The reason's simple enough. No matter what mayhem I describe, with so much all-American weaponry in this world of ours, there's no way to keep up. Often, despite the headlines that go with mass killings here, there's almost no way even to know.

"On this planet of ours, America is the emperor of weaponry, even if in ways we normally tend not to put together. There's really no question about it. The all-American powers-that-be and the arms makers that go with them dream up, produce, and sell weaponry, domestically and internationally, in an unmatched fashion. You'll undoubtedly be shocked, shocked to learn that the top five arms makers on the planet — Lockheed Martin, Boeing, Northrop Grumman, Raytheon, and General Dynamics — are all located in the United States.

"Put another way, we're a killer nation, a mass-murder machine, slaughter central...

"Before we head abroad or think more about weaponry fit to destroy the planet (or at least human life on it), let's just start right here at home. After all, we live in a country whose citizens are armed to their all-too-labile fingertips with more guns of every advanced sort than might once have been imaginable. The figures are stunning. Even before the pandemic hit and gun purchases soared to record levels — about 23 million of them (a 64% increase over 2019 sales) — American civilians were reported to possess almost 400 million firearms. That adds up to about 40% of all such weaponry in the hands of civilians globally, or more than the next 25 countries combined.

"And if that doesn't stagger you, note that the versions of those weapons in public hands are becoming ever more militarized and powerful, ever more AR-15 semi-automatic rifles, not .22s. And keep in mind as well that, over the years, the death toll from those weapons in this country has grown staggeringly large. As New York Times columnist Nicholas Kristof wrote recently, 'More Americans have died from guns just since 1975, including suicides, murders and accidents (more than 1.5 million), than in all the wars in United States history, dating back to the Revolutionary War (about 1.4 million).'

"...Think of all of this as a single weaponized, well-woven fabric, a single American gun culture that spans the globe... Much as mass shootings and public killings can sometimes dominate the news here, a full sense of the damage done by the weaponization of our culture seldom comes into focus. When it does, the United States looks like slaughter central."

And with that in mind, let Astore, who also runs the Bracing Views blog, take you into the response from hell to that reality, the "hardening" of American schools. Tom



Why Going "Hard" Is Taking the Easy Way Out

American schools are soft, you say? I know what you mean. I taught college for 15 years, so I've dealt with my share of still-teenagers fresh out of high school. Many of them inspired me, but some had clearly earned high marks too easily and needed remedial help in math, English, or other subjects. School discipline had been too lax perhaps and standards too slack, because Johnny and Janey often couldn't or wouldn't read a book, though they sure could text, tweet, take selfies, and make videos.

Oh, wait a sec, that's not what you meant by "soft," is it? You meant soft as in "soft target" in the context of mass school shootings, the most recent being in Uvalde, Texas. Prominent Republicans like Senators Lindsey Graham and Ted Cruz have highlighted the supposed softness of American schools, their vulnerability to shooters armed with military-style assault rifles and intent on mass murder.

That "softness" diagnosis leads to a seemingly logical quick fix: "harden" the schools, of course! Make them into "targets" too intimidating to approach thanks to, among other security measures, surveillance cameras, metal detectors, bulletproof doors and windows, reinforced fences, armed guards, and even armed teachers.

Here's the simple formula for it all: no more limpness, America, it's time to get hard. Johnny and Janey may still find it challenging to read books or balance a checkbook (or even know what a checkbook is), but, hey, there must be an app for that, right? At least they'll stay alive in our newly hardened schools. Or so we hope. There's no app, after all, for reviving our kids after they've been shot and shredded by some assault-rifle-wielding maniac.

As a retired military officer and professor, and a former gun owner, the latest chapter in this country's gun mania, the Republican urge to keep all those assault weapons circulating and still protect our children, strikes me not just all too strangely, but all too familiarly as well. Those voices calling for billions of dollars to "harden" schools reflect, of course, the imagery of a sexualized hyper-masculinity, but something else as well: a fetish for military-speak. In my service, the Air Force, we regularly spoke of "hardening" targets or "neutralizing" them.

In essence, politicians like Graham and Cruz seem way too eager to turn our schools into some combination of fortresses and bomb shelters, baby versions of the massive nuclear shelter I occupied in the 1980s during my first tour of duty in the Air Force (on which more in a moment). Button up and hunker down, America — not from the long-gone "red" enemy without, armed with nuclear missiles, but from the red-hot (as in murderously hateful) enemy within. These days, that increasingly means a school-age shooter or shooters armed with military-grade weaponry, usually acquired all too legally. Sound the klaxons! Lock and (especially) load! It's time to go to DEFCON 1 (maximum military readiness, as in war) not in nuclear shelters but in America's schools.

Speaking of my Cold War nuclear-bunker days in the 1980s, when I was stationed at Cheyenne Mountain, America's command center for its nuclear defense in Colorado, a few things stood out then. Security guards, for one. Locking cipher doors, for another. Security ID badges. Razor wire. Video monitors. Blast doors. I was in the ultimate lockdown fortress. But tell me the truth: Is this truly what we want our schools to look like — pseudo-military bunkers for the (hot) war increasingly blazing in our society?

In fact, the whole "hardening" idea represents not a defense against, but a surrender to the notion of schools as potential sites of gun combat and mass death. To submit to such a scenario is, in the view of this retired military officer and educator, a thoroughly defeatist approach to both safety and education. It's tantamount to admitting that violence and fear not only rule our lives but will continue to do so in ever more horrific ways and that the only solution is to go hard with even more "security" and even more guns. Hardening our schools implies hardening our hearts and minds, while we cede yet more power to security experts and police forces. And that may be precisely why so many authority figures so lustily advocate for the "hard" way. It is, in the end, the easy path to disaster.

The Hard Way as the Easy Way Out

Though six of my college-teaching years were at a military academy, where I wore a uniform and my students saluted me as class began, it never occurred to me to carry a loaded gun (even concealed). For the remaining nine years, I taught at a conservative college in rural Pennsylvania where, you may be



surprised to learn, guns were then forbidden on campus. But that, of course, was in another age. Only at the tail end of my college teaching career were lockable doors installed and voluntary lockdown drills instituted.

I never ran such a drill myself.

Why not? Because I refused to inject more fear into the minds of my students. In truth, given the unimaginably violent chaos of a school shooting, you'd almost automatically know what to do: lock the door(s) to try to keep the shooter out, call 911, and duck and cover (which will sound familiar to veterans of early Cold War era schooling). If cornered and as a last resort, perhaps you'd even rush the shooter. My students, who were young adults, could have plausibly done this. Children in the third and fourth grades, as in the Uvalde slaughter, have no such option.

That mass shooting took place at a hardened school with locking doors, one that ran lockdown and evacuation drills regularly, and had fences. And yet, of course, none of that, including 911 calls from the students, prevented mass death. Not even the presence of dozens of heavily armed police inside and outside the school mattered because the commander at the scene misread the situation and refused to act. Well-trained "good guys with guns" proved remarkably useless against the bad guy with a gun because the "good guys" backed off, waited, and then waited some more, more than an hour in all, an excruciating and unconscionable delay that cost lives.

But combat can be like that. It's chaotic. It's confusing. People freeze or act too quickly. It's not hard to make bad decisions under deadly pressure. At Uvalde, the police disregarded standard operating procedure that directs the immediate engagement of the shooter until he's "neutralized." But we shouldn't be surprised. Fear and uncertainty cloud the judgment even of all-too-hardened professionals, which should teach us something about the limitations of the hard option.

A related hardening measure that's been proposed repeatedly, including by former President Trump, is to arm and train teachers to confront shooters. It's a comforting fantasy, imagining teachers as Dirty Harry-like figures, blowing away bad guys with poise and precision. Sadly, it's just that, a fantasy. Imagine teachers with guns, caught by surprise, panicking as their students are shot before their eyes. How likely are they to respond calmly with deadly accuracy against school shooter(s) who, the odds are, will outgun them? "Friendly fire" incidents happen all too frequently even in combat featuring highly trained and experienced soldiers. Armed teachers could end up accidentally shooting one or more of their students as they tried to engage the shooter(s). How could we possibly ask teachers to bear such a burden?

Let's also think about the kind of teacher who wants to carry a weapon in a classroom. My brother was a security policeman in the Air Force, and he understands all too well the allure of weaponry to certain types of people. As he put it to me recently, "A gun is power. To some, even the psychologically relatively stable among us, carrying a gun is indeed like having a permanent hard-on. You have the power of life and death as well. It can be a pure ego-driven power trip, sexual, every time you get to pull the trigger. You give a guy a gun and strange things can happen."

Think of your least favorite teacher in your K-12 experience, perhaps the one who intimidated you the most. Now, think of that very teacher "hardened" with a gun in class. Sounds like a good idea, right?

Arming Lady Liberty (to the Teeth)

Arming teachers is a measure of our collective confusion and desperation, though some politicians like Donald Trump are sure to continue to press for it. Again, if I'm an armed teacher, perhaps with a concealed 9mm pistol, I'd have virtually no chance against a shooter or shooters with AR-15s and body armor. Does that mean I need an AR-15 and body armor, too? Who needs an arms race with the Russians or Chinese when we can have one in every school in America?

What, then, of hardening schools? We're back to locking security doors, reinforced fences around campus, cameras everywhere, metal detectors at each entrance, and of course more armed police (or "school resource officers," known as SROs) in the hallways. We're talking about untold scores of billions of dollars spent to turn every American school into a fortress/bunker, a place to hunker down and ride out a violent weapons-of-mass-destruction storm of our own making.

And mind you, of all the things we don't know, one thing we do: this hunkering down, this fear will be indelibly etched into the minds of our kids as they navigate our ever more hardened, over-armed



schools. It won't be healthy, that's for sure. In seeking to reduce and eliminate school shootings in America, we should be guided by the goal of not making matters worse for our children.

As horrific as they are, headline-grabbing school shootings are rare indeed compared to the number of schools across America. Indeed, given the violence of this society and the extreme violence we routinely export to other countries across the globe, it's surprising we don't have more school shootings. Their relative rarity should reassure us that all is not lost. Not yet, anyway.

I get it. We all want to feel safe and, above all, we want our kids to be safe. But buying them bulletproof backpacks or hardening their schools is the wrong approach. Besides, if we spend massively on school security, what's to stop a shooter determined to kill children from going elsewhere to find them? It's horrifyingly grim logic, but he'd likely go to a playground, or the movies, or a dance recital, or any other "soft" place where children might gather. And what then? I for one don't want to live in fortress America, surrounded by armed and armored police and intrusive security gadgetry "for my protection."

Admittedly, in a country in which Republicans and Democrats can't seem to agree on anything but the most modest gun reforms (forget banning military-style weapons or even restricting their sale to people 21 and older), the hardening of schools is an easy target (so to speak). As gun enthusiasts like to say: don't focus on the weapons, focus on the shooters.

Guns don't kill people; people kill people, right? As best we can, we must identify those crazed enough to want to murder innocent kids and get them the help they need before they start squeezing triggers. We should deny unstable people the ability to own and wield weapons of mass destruction — that is, assault rifles (and preferably simply ban such weaponry period). We must do everything possible to reform our blood-drenched society with all its weapons-porn. One thing is guaranteed, as a "solution" to the gun problem, adding more of them and other forms of "hardness" into an already deadly mix will only worsen matters.

Quick fixes are tempting, but school-hardening measures and even more "good guys with guns" aren't the answer. If they were, those 19 children and two adults in Uvalde might still be alive. An exercise in over-the-top security, meanwhile, is guaranteed to do one thing — and that is, of course, starve schools of the funds they need to... well, teach our kids. You know, subjects like math and science and English and history. We're trending toward graduating a generation of young people who may have trouble reading and writing and adding but will be experts at ducking and covering behind hardened backpacks.

Going hard isn't the answer, America. Unless the "hard" you're talking about is the hard I grew up with, meaning high academic standards instilled by demanding and dedicated teachers. If, however, we continue to harden and militarize everything, especially our schools and the mindsets of our children, we shouldn't be at all surprised when this country becomes a bastion bristling with weapons, one where Lady Liberty has relinquished her torch and crown for an AR-15 and a ballistic helmet from the local armory.

And that's not liberty — it's madness.

William J. Astore is a retired lieutenant colonel. He has taught cadets at the U.S. Air Force Academy, officers at the **Naval Postgraduate School**, and currently teaches at the Pennsylvania College of Technology. He is the author of "Hindenburg: Icon of German Militarism," among other books. He may be reached at wastore@pct.edu.

[Despite right-wing narrative, "hardening" schools is taking the easy way out | Salon.com](#)

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Tips For Company Leaders To Develop New Ones

Now these talented and bright-eyed graduates are looking up to seasoned leaders to help show them the way – to make them better leaders than they already are, and to position them to lead companies in various capacities one day in an ever-changing fast-paced market. Here are some things company leadership groups should do to lift, educate and inspire recent graduates and smooth their transition to the corporate world.

Emphasize resilience. The pandemic experience they went through in college helps in this context. Adversity comes at us in many ways professionally and personally, and the sooner one learns to deal with it and develop a resilient toughness, the better chance they will survive and grow in the company. It's easy for a young person trying to find their way in the corporate setting to get derailed when things don't go their way.

Focus on adaptability. In today's rapidly-changing business world, adaptability is a must. Leaders should talk to their recent graduates about developing a constant-growth mindset, always keeping an eye on how to use skills in another context. Encourage them to be open-minded about their future; the position they seek three years from now may be eliminated, and where they end up may be a much better position than the one they originally had in mind. Ingrain in them the ability to recognize that all challenges in terms of changing or expanding roles are opportunities for learning and growth.

Tell them it's all about communication. Everyone looks to the leader. A leader knows that everything they say, and how they say it, is important. That's great insight to give a young person as they're just starting to communicate with people at various levels of the organization. And it's not only one's voice, but their body language and non-verbal cues that send a message. It's essential to have good awareness about the signals you are giving out. A genuine smile, making good eye contact, and speaking in an unhurried manner can build confidence.

Make it more about relationships than about money. Many of us want to get big raises and/or climb the corporate ladder. But too often young people just starting out equate corporate leadership with dollar signs, and there's so much more to it than that. Leaders can teach them early how to build relationships – both inside the company and with clients – and how that is the most important and satisfying part of a successful leader's journey. To be good at your job, and to one day be a great leader, a positive attitude is instrumental, and the respect of people is central to being passionate about your company.

Show them how to bring value. Taking the relationships point a step further, leaders should stress to young grads that bringing value to others means making it more about the people you are helping, and less about you. Focus on how the company's mission can positively impact others before you think of how it can advance your career. That kind of prioritized thinking – putting one's heart in the right place – can reduce insecurities and pressure.

These new graduates have amazing opportunities ahead of them, and leaders – perhaps remembering people who made a difference in their own lives long ago – have a tremendous opportunity to help these wide-eyed young folks make a strong transition, and launch them toward their potential.

About Barbara Bell

Barbara Bell (www.captainbarbarabell.com), author of *Flight Lessons: Navigating Through Life's Turbulence and Learning to Fly High*, was one of the first women to graduate from the U.S. Naval Academy and the U.S. Naval Test Pilot School. Now she works to empower the next generation of female leaders. In 1992, Bell and fellow aviators went to Capitol Hill to help successfully repeal the combat exclusions laws, opening up combat aircraft and ships to women in the military. Bell holds a B.S. in systems engineering from the United States Naval Academy, an M.S. in aeronautical engineering from the **Naval Postgraduate School**, an M.A. in theology from Marylhurst University and a doctorate in education from Vanderbilt University. Currently she is an adjunct professor of leadership at Vanderbilt, where she is developing the next generation of leaders for our world.

[How Can Company Leaders Develop New Ones? Tips They Can Give Recent Grads - ValueWalk](#)

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BFD Veteran Named as New Fire Commissioner

(Universal Hub 30 June 22)

(WCVB 30 June 22)

(Boston 25 News 30 June 22)

(WGBH 30 June 22)

Mayor Wu today named Paul Burke of Roslindale as the Boston Fire Department's new commissioner, replacing Jack Dempsey, who retired.

Burke has been in the fire service for 32 years, starting as a firefighter and most recently deputy chief of fleet and facilities, a role in which he oversaw BFD buildings and vehicles. He had previously served as technical rescue district chief, which meant he oversaw rescues and other emergencies requiring specialized equipment across the city.

Burke starts as commissioner tomorrow.

Burke went to UMass Amherst and has an MA in homeland security from the **Naval Postgraduate School** in Monterey.

Also today, Wu formally introduced new Boston School Superintendent Mary Skipper. She still has to fill the position of police commissioner.

[BFD veteran named as new fire commissioner | Universal Hub](#)

[32-year veteran picked to lead Boston Fire Department \(wcvb.com\)](#)

[Mayor Wu announces longtime Firefighter to be next Boston Fire Commissioner – Boston 25 News](#)

[Wu names new Boston fire commissioner \(wgbh.org\)](#)

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Acting Fire Commissioner Laura Kavanaugh Appoints John J. Hodgens As Chief of Department And John M. Esposito As Chief of Fire Operations

(NYC 1 July 22)

Acting Fire Commissioner Laura Kavanaugh today appointed John J. Hodgens as Chief of Department, the highest-ranking uniformed position in the FDNY, and John M. Esposito as Chief of Fire Operations. In addition, Malcolm Moore was promoted to Deputy Assistant Chief and was appointed Chief of Special Operations and Charles R. Downey was promoted to Deputy Assistant Chief and appointed Chief of the Fire Academy.

"The men and women of the FDNY serve New Yorkers tirelessly every single day and I have tremendous confidence that these four chiefs, all veterans of the department, will continue to lead with dedication, integrity, and bravery," said New York City Mayor Eric Adams. "New Yorkers owe these leaders a debt of gratitude for their service to our city and I extend my congratulations to all on them on their new appointments."

"These four veteran Chiefs are true forward-looking and innovative leaders, who bring tremendous dedication, integrity and professionalism to their new roles in our Department," said Acting Commissioner Laura Kavanaugh. "Combined, they possess an incredible 125 years of experience fighting fires, providing medical care, and rescuing New Yorkers from life-threatening emergencies. They have bravely served our city every day of their careers and in these new critical leadership positions they will continue to set an extraordinary example for those in their command."

"I am incredibly honored and humbled to serve as the 38th Chief of Department of the world's greatest Fire Department," said Chief Hodgens. "Like my father before me, I have dedicated my life to the FDNY and have considered it a true honor to wear this uniform. Our ranks are filled with incredibly dedicated and brave men and women who serve as Firefighters, EMTs, Paramedics, and Fire Inspectors. They fight fires, prevent fires, and provide outstanding emergency medical care. It is the honor of a lifetime to lead them, and I look forward to preparing this Department for new and complex challenges."

"For three decades I have served with the brave men and women in this Department – learning from veteran Firefighters and leading outstanding companies across the city, as they bravely fought fires and performed complex, technical rescues," said Chief of Operations John M. Esposito. "Our Department is



blessed to have highly-trained, truly dedicated individuals who risk their lives every day fulfilling their sworn oaths and protecting life and property. It is a tremendous honor to serve as their Chief of Fire Operations.”

About Chief of Department John J. Hodgens

Chief Hodgens is a 36-year veteran who has most recently served as Chief of Fire Operations. He will oversee the Department’s 16,000 uniformed Firefighters and EMS personnel and four major agency Bureaus: Fire Operations, EMS Operations, Training, and Fire Prevention. He succeeds former Chief of Department Thomas Richardson, who retired earlier this year after 40 years of service.

As Chief of Fire Operations, Chief Hodgens has overseen the day-to-day work of more than 11,000 Firefighters and fire officers, as well as dozens of high-ranking Staff Chiefs, Deputy Chiefs and Battalion Chiefs.

Chief Hodgens joined the Department in 1986, and his first assignment was at Ladder Company 11 in Manhattan. He worked there until his promotion to Lieutenant in 1998, when he was transferred to Battalion 41 in Brooklyn, and was later assigned to Ladder Company 157 in Flatbush. Five years later, he was promoted to Captain and worked in the 8th Division on Staten Island, later becoming the officer in charge of Ladder Company 87 in Eltingville. In 2006, he was promoted to Battalion Chief and assigned to Battalion 38, where he and Chief Richardson served together for five years. In 2012, he was promoted to Deputy Chief and served as the Division Commander of Division 8, responsible for fire companies assigned to Staten Island and Brooklyn.

He has been cited for bravery twice in his career, including the rescue of an unconscious occupant from a fire in a Lower East Side apartment building in 1992 as a Firefighter in Ladder Company 11. He was awarded the Emerald Society Medal for his heroic actions.

He studied at John Jay College of Criminal Justice and Columbia Southern University, receiving a Bachelor of Applied Science degree in Fire Science and Emergency Management. He also graduated from the **Naval Postgraduate School** – Center for Homeland Defense and Security’s Executive Leadership Program (2021), the FDNY’s Advanced Leadership Course (2014) and the Officers Management Institute (2013). Chief Hodgens’ father, John J. Hodgens Sr., also rose to the rank of Chief, and served as the Chief of Fire Prevention. He retired in 1997 as an Assistant Chief after 32 years of service.

About Chief of Operations John M. Esposito

Chief Esposito is a 31-year veteran who has most recently served as Chief of Special Operations Command, where his responsibilities included leading Rescue and Hazardous Material Operations. As Chief of Fire Operations, Chief Esposito will oversee the day-to-day work of more than 11,000 Firefighters, Fire Officers and Chiefs.

Chief Esposito joined the Department in 1991, and his first assignment was Engine Company 324 in Queens. As a Firefighter, he was also assigned to Engine Company 47 and Squad Company 18 in Manhattan. He was promoted to Lieutenant in 2001 and returned to Squad Company 18 in Manhattan. In 2003, he was promoted to Captain and worked Division 13 in Queens and in the Special Operations Command; in 2005 he was promoted to Battalion Chief and served in Battalion 13 and later Battalion 11 in Manhattan. In 2011, he was promoted to Deputy Chief and assigned to Division 1 in Manhattan, and later served in Division 3 in Manhattan. In 2017, he was promoted to Deputy Assistant Chief and named Chief of Special Operations Command. In 2020, he was promoted once again, this time to Assistant Chief.

He is a graduate of Stony Brook University, the FDNY’s Fire Officers Management Institute, and has a Masters’ Degree in Security Studies from the **Naval Postgraduate School**. Chief Esposito has also served as the Intelligence and Analysis Section Chief at the FDNY’s Center for Terrorism and Disaster Preparedness. He also serves on the National Fire Protection Association (NFPA) High-Rise Building Safety Advisory Committee.



About Chief of Special Operations Malcolm Moore

Chief Moore is a 26-year veteran of the Department. As Chief of Special Operations, he will oversee the Department's highly trained special units including Hazardous Materials, Marine Operations and Rescue Operations.

Chief Moore joined the Department in 1996, and his first assignment was at Engine Company 214 in Brooklyn. As a Firefighter, he was also assigned to Engine Company 304 in Queens and Ladder Company 101 in Brooklyn. He was promoted to Lieutenant in 2003 and assigned to Battalion 49 and Ladder Company 136 in Queens. In 2007, he was promoted to Captain and assigned to Division 15 in Brooklyn, and later served as the Captain of Ladder Company 107 in Brooklyn. He was promoted to Battalion Chief in 2013 and served in Battalion 28 and Battalion 48 in Brooklyn and responded citywide as a Battalion Chief in the Rescue Battalion of Special Operations Command. He was promoted to Deputy Chief in 2019, serving in Division 13 in Queens and in the Rescue Battalion. Chief Moore is the first Black man to serve as Chief of Special Operations.

He is a graduate of SUNY Empire State College, the FDNY's Fire Officers Management Institute, and the FDNY's Mental Performance Initiative.

About Chief of the Fire Academy Charles R. Downey

Chief Downey is a 32-year veteran of the Department. As Chief of the Fire Academy, he will oversee training for Probationary Firefighters, in-service refresher training for active Firefighters, and all operations at the FDNY Training Academy on Randall's Island.

Chief Downey joined the Department in 1990, and his first assignment was at Engine Company 235 in Brooklyn. As a Firefighter, he was also assigned to Ladder Company 176 in Brooklyn and Rescue Company 4 in Queens. He was promoted to Lieutenant in 1999 and assigned to Squad Company 41 in the South Bronx. In 2003, he was promoted to Captain and was assigned to Division 15 in Brooklyn and the Special Operations Command. In 2004, he was promoted to Battalion Chief and assigned to Battalion 50 in Queens. In 2019, he was promoted to Deputy Chief and was assigned to Division 15 in Brooklyn. He has been cited for bravery twice in his career.

He is a graduate of Stony Brook University, the FDNY's Fire Officers Management Institute, the FDNY's Mental Performance Initiative, and the Combatting Terrorism Center at West Point. He is a member of New York Task Force 1, which is part of the Federal Emergency Management Agency (FEMA) Urban Search and Rescue Response System.

Chief Downey's father, Deputy Chief Raymond Downey had a 39½ year career and was the Chief in Charge of Special Operations Command when he made the Supreme Sacrifice at the World Trade Center on September 11th. Chief Raymond Downey was a highly decorated member of the Department and an expert in technical rescue. Chief Charles Downey's brother, Joseph Downey, is a 37-year veteran and the Battalion Commander of the FDNY Rescue Battalion.

[Acting Fire Commissioner Laura Kavanagh Appoints John J. Hodgens As Chief of Department | City of New York \(nyc.gov\)](#)

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