

Teaching Electronic Privacy and Civil Liberties to Government



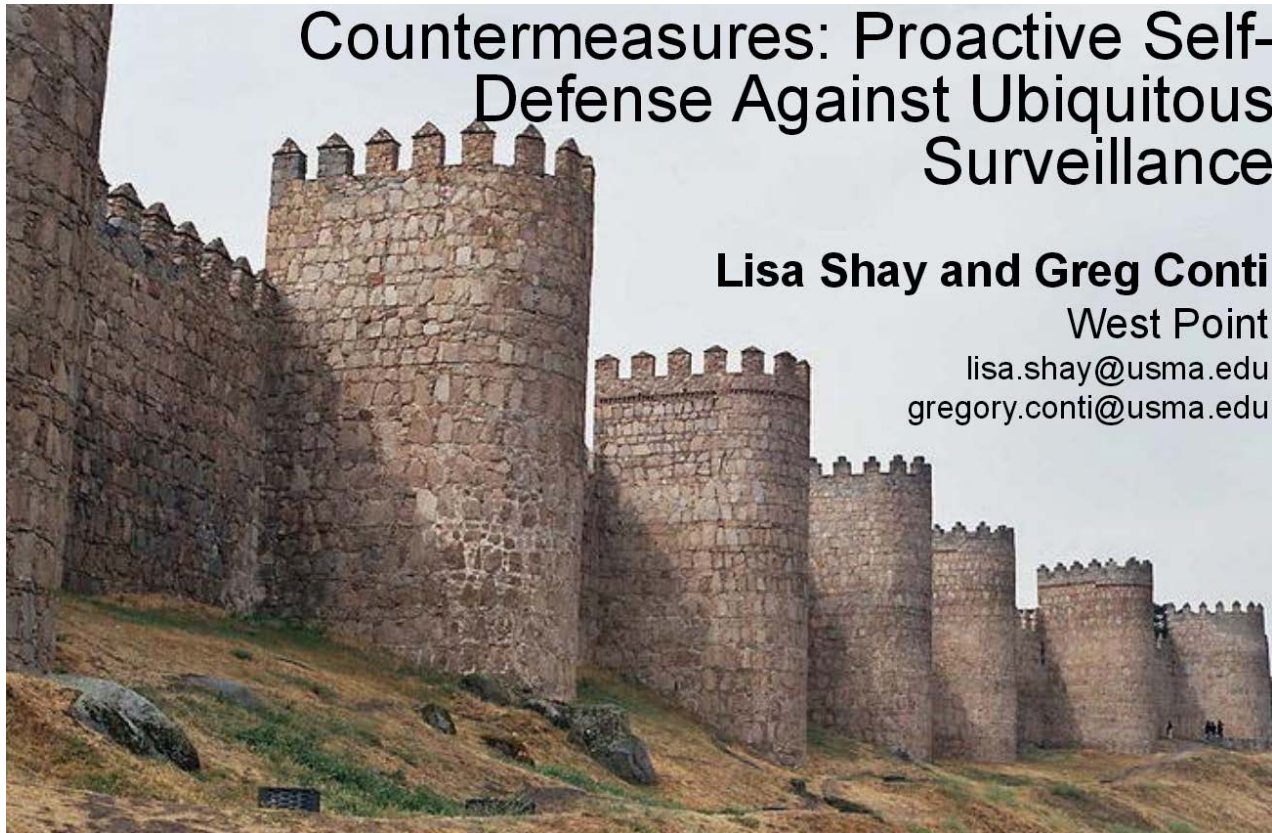
Greg Conti // West Point // gregory.conti@usma.edu

Photo: Mr. Smith Goes to Washington

Disclaimer

The views in this talk are the speaker's and don't reflect the official policy or position of the United States Military Academy, the Department of the Army, the Department of Defense, or the United States Government.

HOPE 9



Countermeasures: Proactive Self-Defense Against Ubiquitous Surveillance

Lisa Shay and Greg Conti

West Point

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gregory.conti@usma.edu



Book

Googling Security: How Much Does Google Know About You, Addison Wesley, 2008

Journal and Magazine

"Deconstructing the Relationship Between Privacy and Security," IEEE Technology and Society, Vol. 33, No. 2, Summer 2014.
 Gregory Conti, Edward Sobiesk, Paul Anderson, Steven Billington, Alex Farmer, Cory Kirk, Patrick Shaffer, and Kyle Stammer;
 "Unintended, Malicious, and Evil Applications of Augmented Reality," InSecure, Issue 35, September 2012, pp. 20-27.
 Gregory Conti, Dominic Larkin, David Raymond and Edward Sobiesk; "The Military's Cultural Disregard for Personal Information," Small Wars Journal, 6 Dec 2010. New York Times (Front Page), Government Information Security, Army Times 1 2, USAA, and SWJ coverage, DoD SWJ Response
 Gregory Conti; "There's a Fly in My Digital Soup," ACM netWorker, Vol 13, Issue 2 (Summer 2009).
 Gregory Conti and Edward Sobiesk; "Malicious Interfaces and Personalization's Uninviting Future," IEEE Security and Privacy, May/June 2009.
 Gregory Conti; "Could Googling Take Down a President?," Communications of the ACM (50th Anniversary Issue), January 2008.
 Edward Sobiesk and Gregory Conti; "The Cost of Free Web Tools," IEEE Security and Privacy, May/June 2007. BBC Documentary video

Conference and Workshop Publications

Gregory Conti, Woodrow Hartzog, John Nelson, and Lisa Shay. "A Conservation Theory of Governance for Automated Law Enforcement." We Robot, Miami, April 2014.
 Lisa Shay, Gregory Conti, and Woodrow Hartzog. "Beyond Sunglasses and Spray Paint: A Taxonomy of Countermeasures Against Overly-Intrusive Surveillance." IEEE International Symposium on Technology and Society (ISTAS), Toronto, June 2013.
 Lisa Shay, Woodrow Hartzog, John Nelson, and Gregory Conti. "Do Robots Dream of Electric Laws? An Experiment in the Law as Algorithm." We Robot, Stanford, April 2013. (24% selection rate) datasets Ars Technica, Slashdot, and San Francisco Chronicle coverage.
 Lisa Shay, Gregory Conti, Dominic Larkin and John Nelson. "A Framework for Analysis of Quotidian Exposure in an Instrumented World." IEEE Carnahan Conference on Security Technology, Boston, October 2012.
 Greg Conti, Lisa Shay, and Woody Hartzog. "Life Inside a Skinner Box: Confronting our Future of Automated Law Enforcement." DEFCON 20, Las Vegas, July 2012. PPT Slides [12.4M] Bloomberg coverage
 Lisa Shay and Greg Conti. "Countermeasures: Proactive Self-Defense Against Ubiquitous Surveillance." HOPE, New York City, July 2012. PDF Slides [7.0M] Off the Hook and Computerworld coverage.
 Lisa Shay, Woodrow Hartzog, John Nelson, Dominic Larkin and Gregory Conti. "Confronting Automated Law Enforcement." We Robot, Miami, April 2012.
 Greg Conti; "Our Instrumented Lives: Sensors, Sensors, Everywhere"; DEFCON 18; July 2010. Talk PPT Slides [31.8M] PDF Slides [7.6M]
 Gregory Conti and Edward Sobiesk; "Malicious Interface Design: Exploiting the User"; International World Wide Web Conference (WWW 2010); April 2010. Slashdot, EFF, and MSNBC coverage.
 Greg Conti; "Could Googling Take Down a President, a Prime Minister, or an Average Citizen?"; DEFCON 16; August 2008. Talk PPT Slides [8.0M]
 Greg Conti; "Evil Interfaces: Violating the User"; HOPE; July 2008. Talk PPT Slides [15.5M]
 Kulsoom Abdullah, Gregory Conti and Raheem Beyah; "A Visualization Framework for Self-monitoring of Web-based Information Disclosure;" International Conference on Communications (ICC); May 2008.
 Kulsoom Abdullah, Gregory Conti and Edward Sobiesk; "Self-monitoring of Web-based Information Disclosure;" Workshop on Privacy in the Electronic Society; October 2007.
 Gregory Conti and Edward Sobiesk; "An Honest Man Has Nothing to Fear: User Perceptions on Web-based Information Disclosure;" Symposium on Usable Privacy and Security (SOUPS); July 2007.
 Gregory Conti; "Googling Considered Harmful;" New Security Paradigms Workshop; October 2006. (See also the eWeek and USENIX LOGIN coverage)
 Greg Conti; "Googling: I'm Feeling (un)Lucky;" DEFCON 14; July 2006. Talk PDF Slides(0.8M) Talk Audio(MP3 21.0M) Talk Video(MP4 78.5M)
 Greg Conti; "Google: Don't Be Evil or Don't Be Good;" Interzone 5; March 2006. Talk PPT Slides (2.6M)
 G. Conti, M. Ahamad and J. Stasko; "Attacking Information Visualization System Usability: Overloading and Deceiving the Human;" Symposium on Usable Privacy and Security (SOUPS); July 2005.

Panels

Gregory Conti, Maureen O'Connor, David Raymond, and Raymond Odierno. Leadership in Cyberspace: Game Has Changed, Korn-Ferry, New York, 22http://en.wikipedia.org/wiki/Yossi_Vardi October 2013.
 Gregory Conti, Helen Greiner, Peter Singer, James Stavridis, and Yossi Vardi. Beyond Software: The Future of Conflict, Google Ideas, New York, 22 October 2013.
 Chris Rouland, Robert Clark, and Gregory Conti (moderator). The Ethics of Hacking Back: Cybersecurity and Active Network Defense, Carnegie Council, New York, 18 September 2013. Forbes coverage
 Dmitri Alperovich, Gregory Conti, and Simson Garfinkel. How Do We Create a Viable Cyber Profession: Opportunities and Challenges, AFCEA TechNet Land Forces - East, Baltimore, MD, August 2012.
 Marcia Hoffman, Congressman Jim Langevin, Vice Admiral Mike McConnell, Jeff Moss, and Sami Saydjari (Gregory Conti Moderator). The Role of the U.S. Government in Cyberspace, United States Military Academy Senior Conference, West Point, NY, June 2012.
 Alessandro Acquisti, Ryan Calo, Gregory Conti, and Woodrow Hartzog (Chris Hoofnagle Moderator); Human Computer Interaction and Consumer Protection, Samuelson Law, Technology & Public Policy Clinic, Privacy Scholars Speaker Series. UC Berkeley; 30-31 March 2011.
 Judit Bar-Ilan, Tom Cross, Martin Kratz and Wendy Seltzer (Gregory Conti Moderator); Web Search Privacy Issues, World Wide Web Conference (WWW2007); May 2007.
 Gregory Conti; Googling Considered Harmful (as part of the 2006 Highlights of the New Security Paradigms Workshop Panel), Annual Computer Security Applications Conference(ACSAC); December 2006.

Is it possible to protect
cyberspace without
damaging or destroying
Democracy?

What would you teach
Senior Leaders, Mid-Career,
and Junior people in
government or the
military?

Take privacy and civil liberties into account when making decisions.

Not out of “compliance” but from a true appreciation.



Instrumented World



Planet



Nation



Community



Car

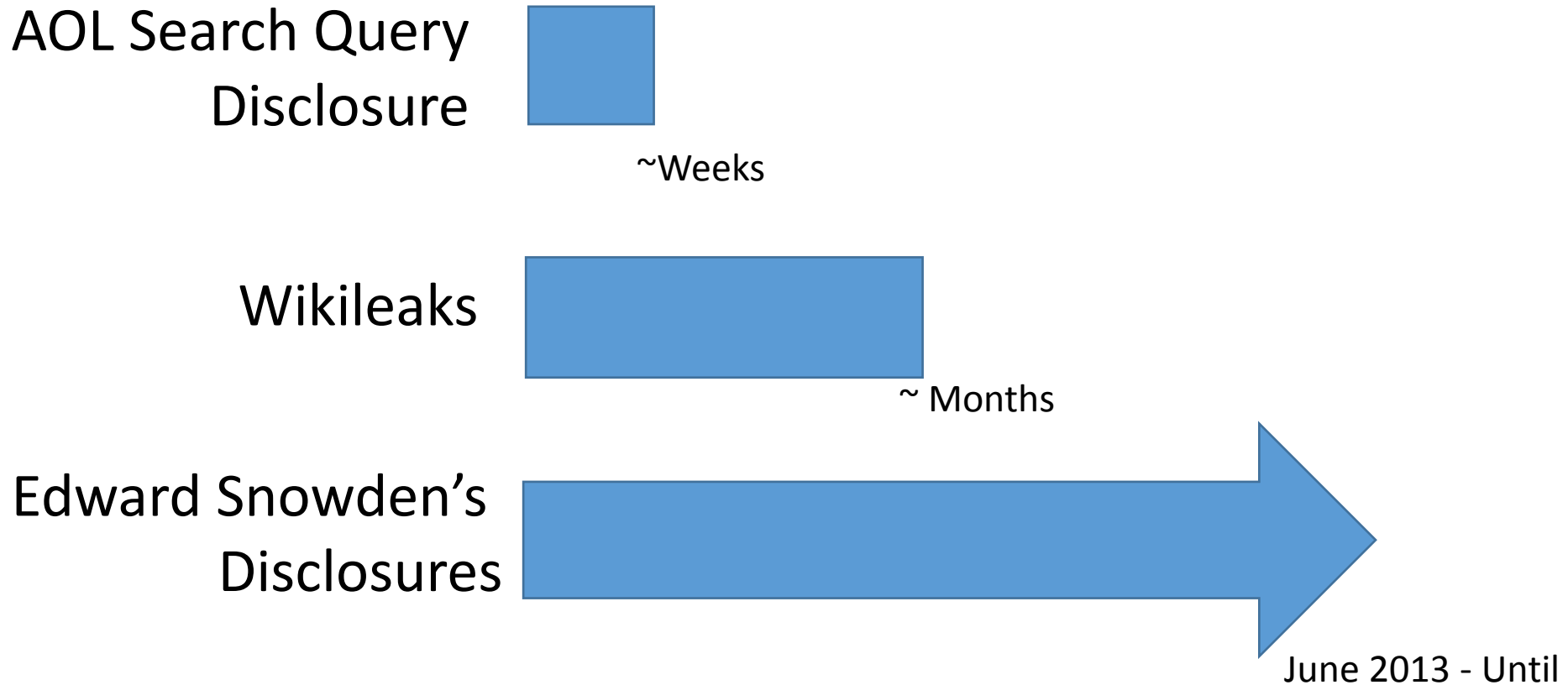


Home



Person

Attention Span of General Public



Various Perspectives...



Law Enforcement



Military



Advocates



Policy Makers



Business



Citizens

Patriotism



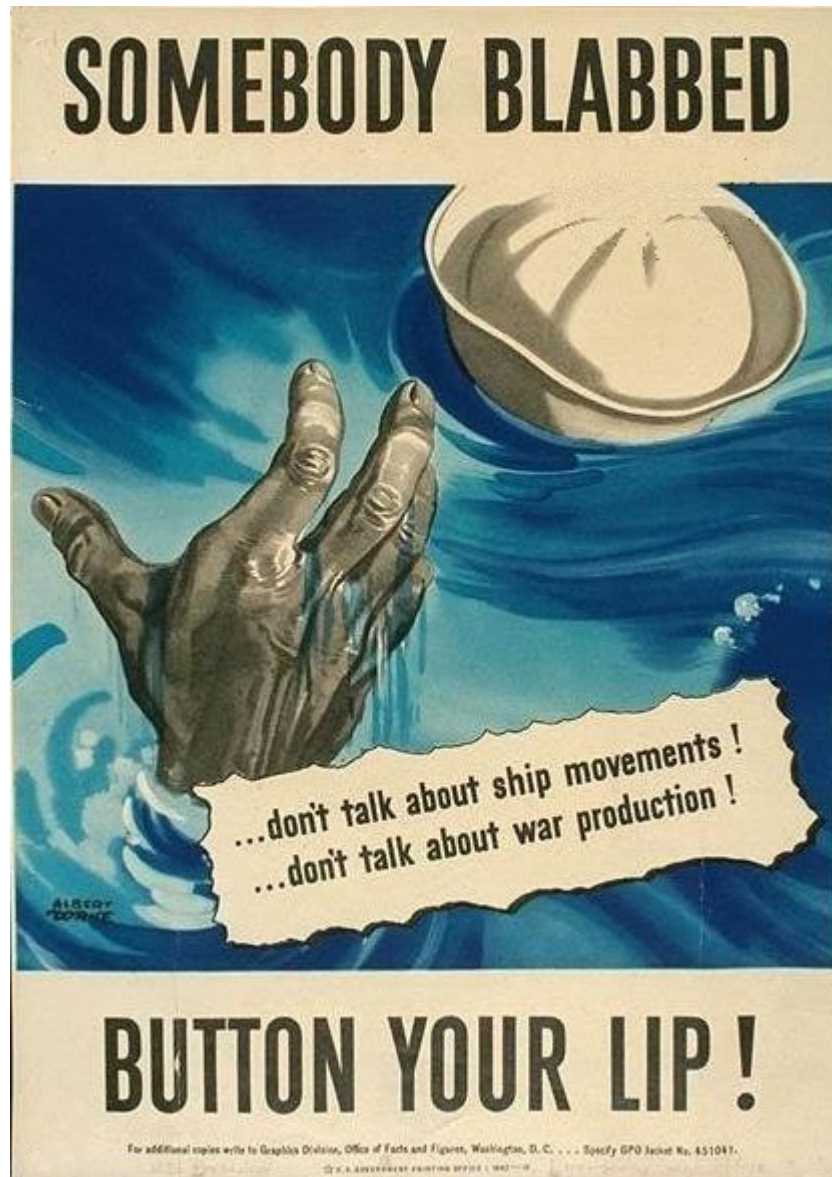
Awareness of the Threat



Trying to stop bad things
happening again...



Inability to speak



Trust what they are building won't be abused



Hands Tied...



“If DOD defended the land domain in the same manner as cyberspace, a Russian land invasion of New Jersey would have to be fought by U.S. citizens and commercial entities with whatever weapons they happened to possess. DOD would only defend Fort Monmouth and Fort Dix.”

– David Hollis
US Cyber Command

Desire to protect



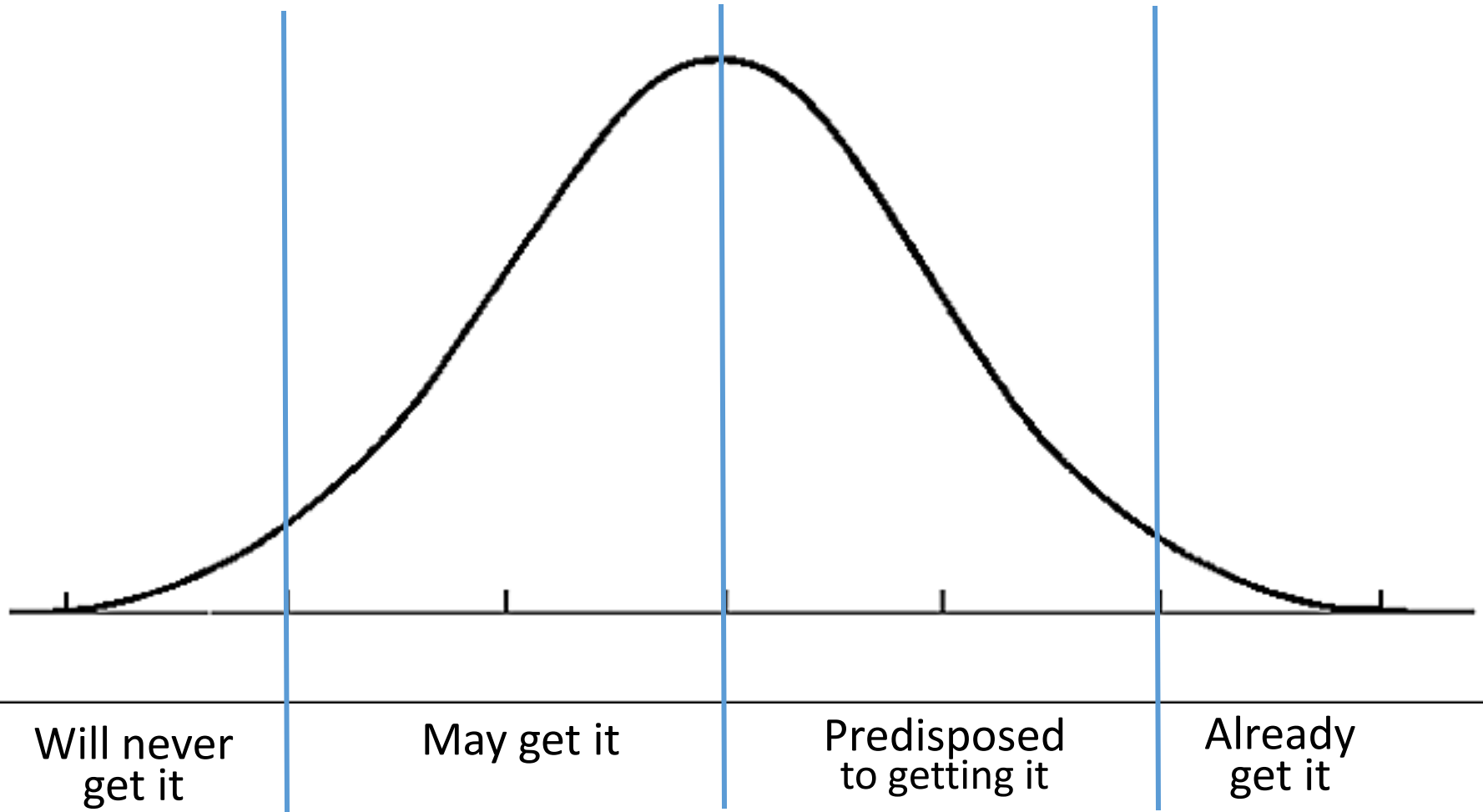
And straining at the leash...



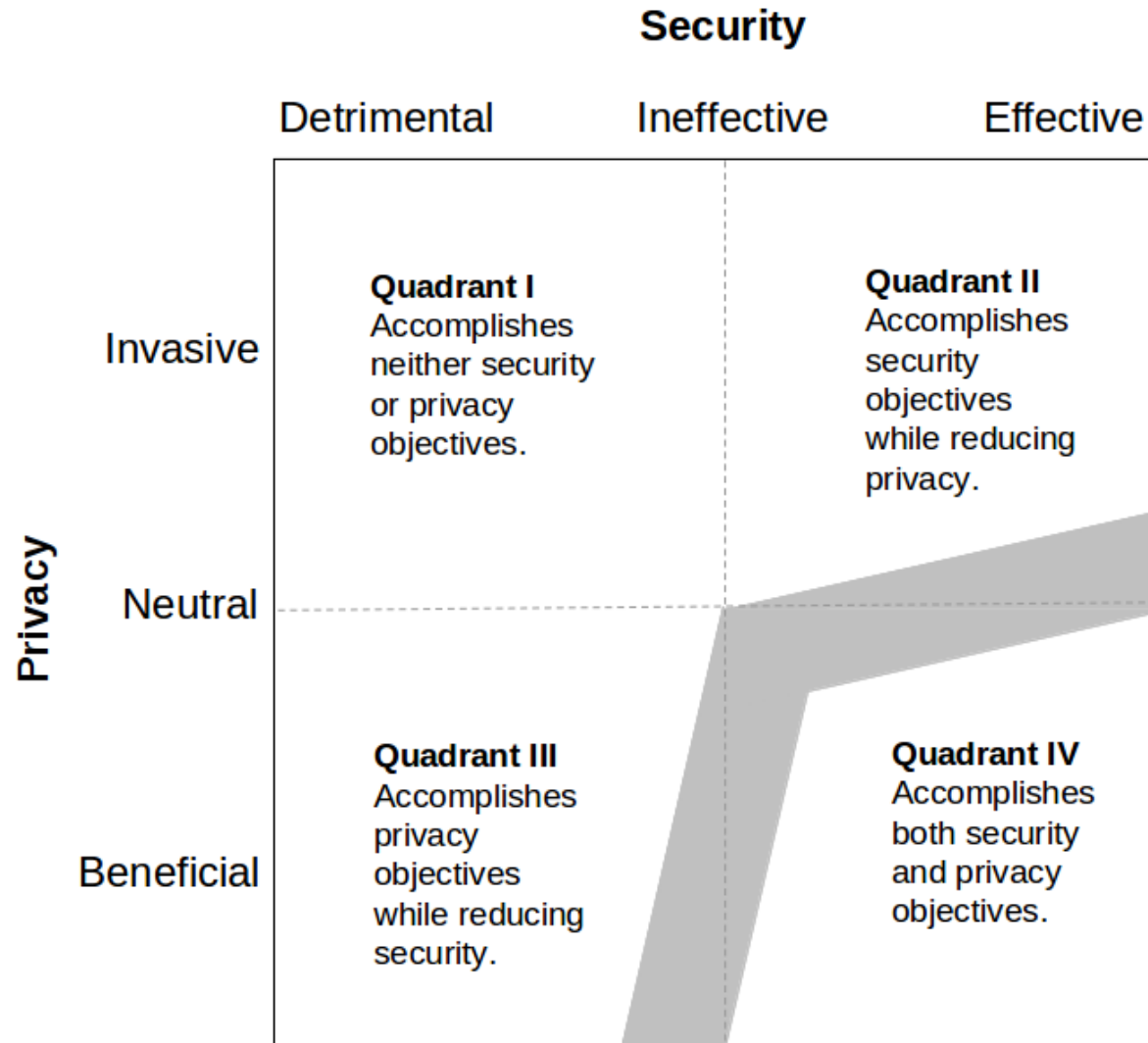
How far, how fast?



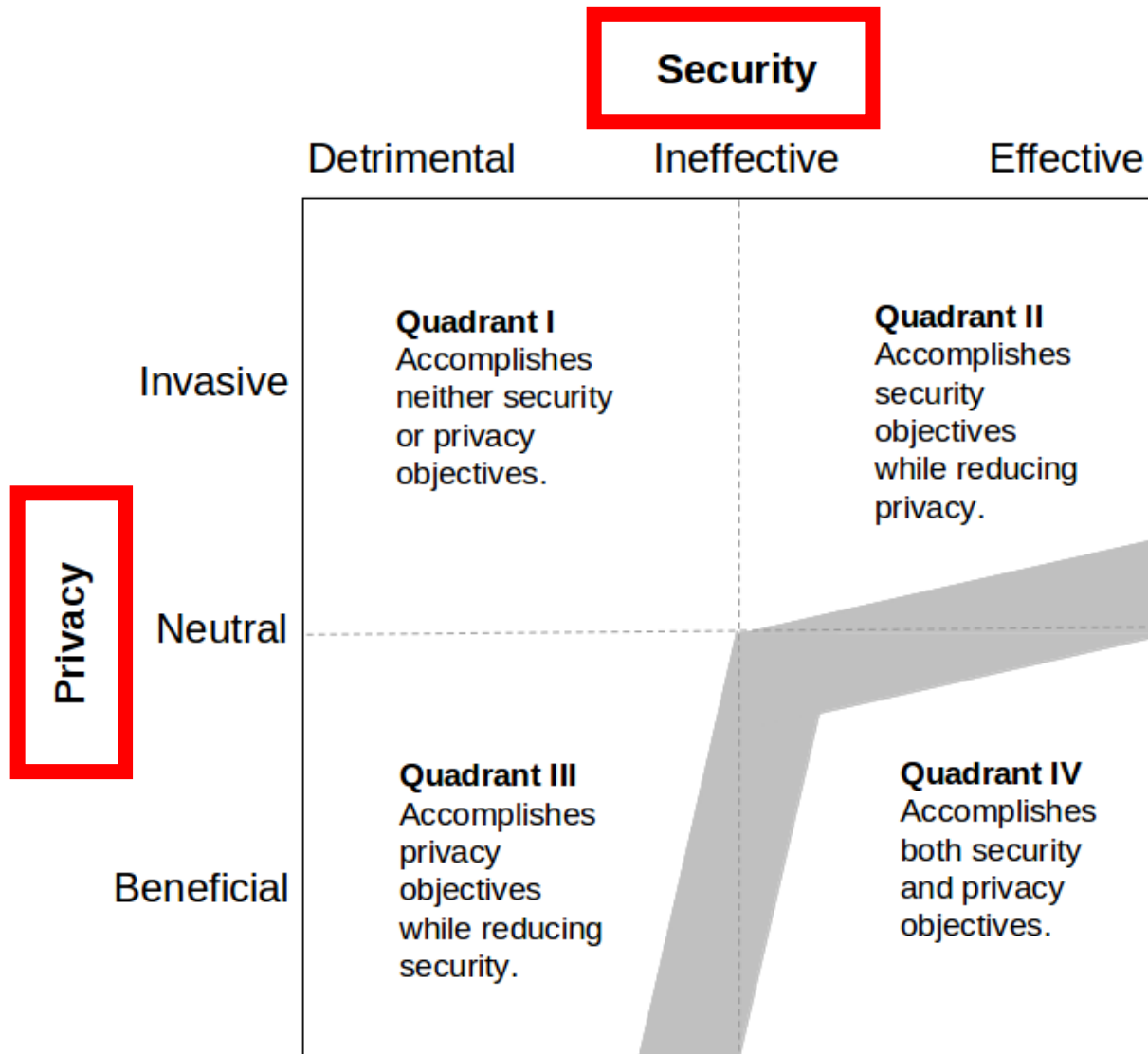
Target Audience



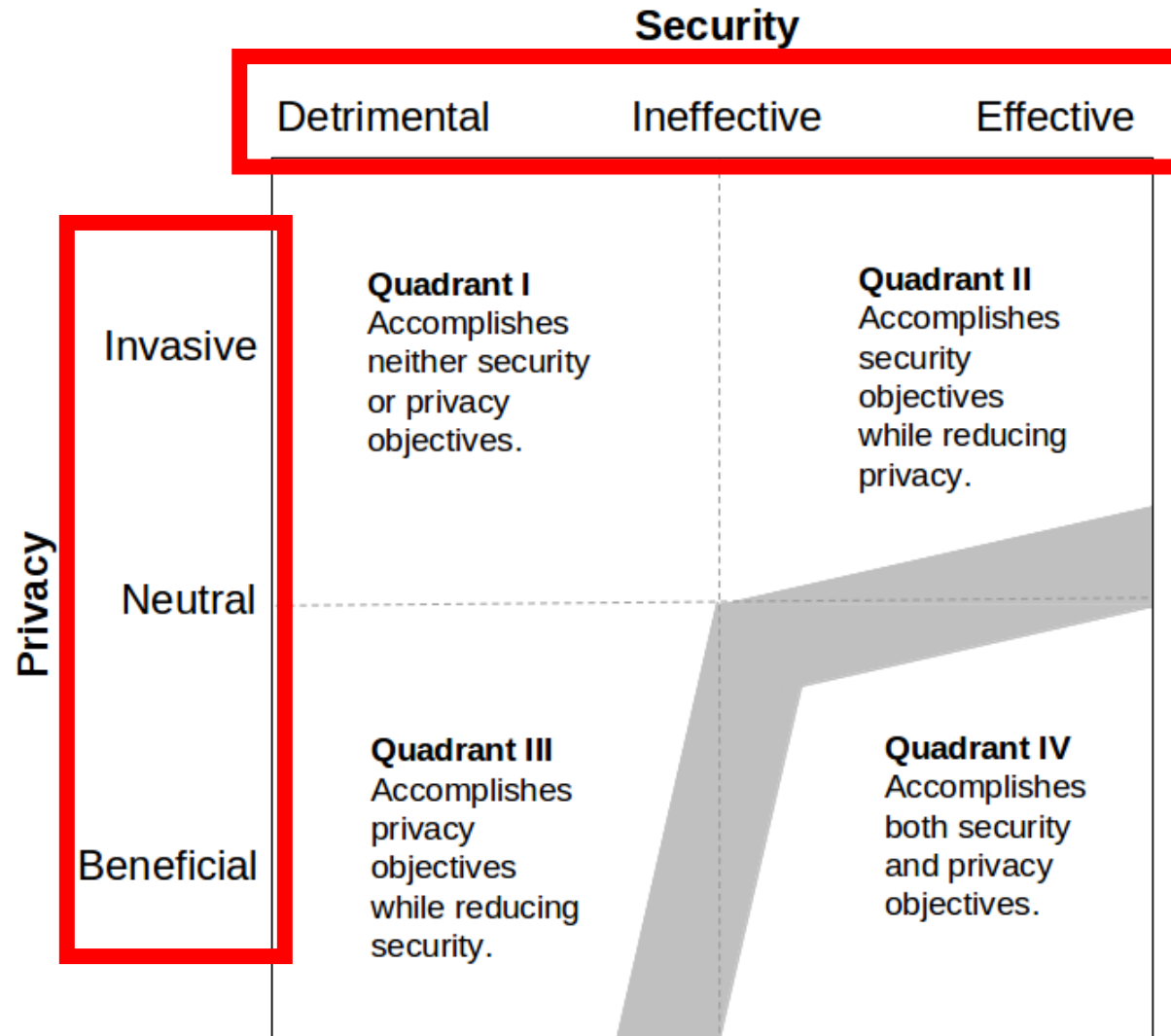
Win-Win Solutions



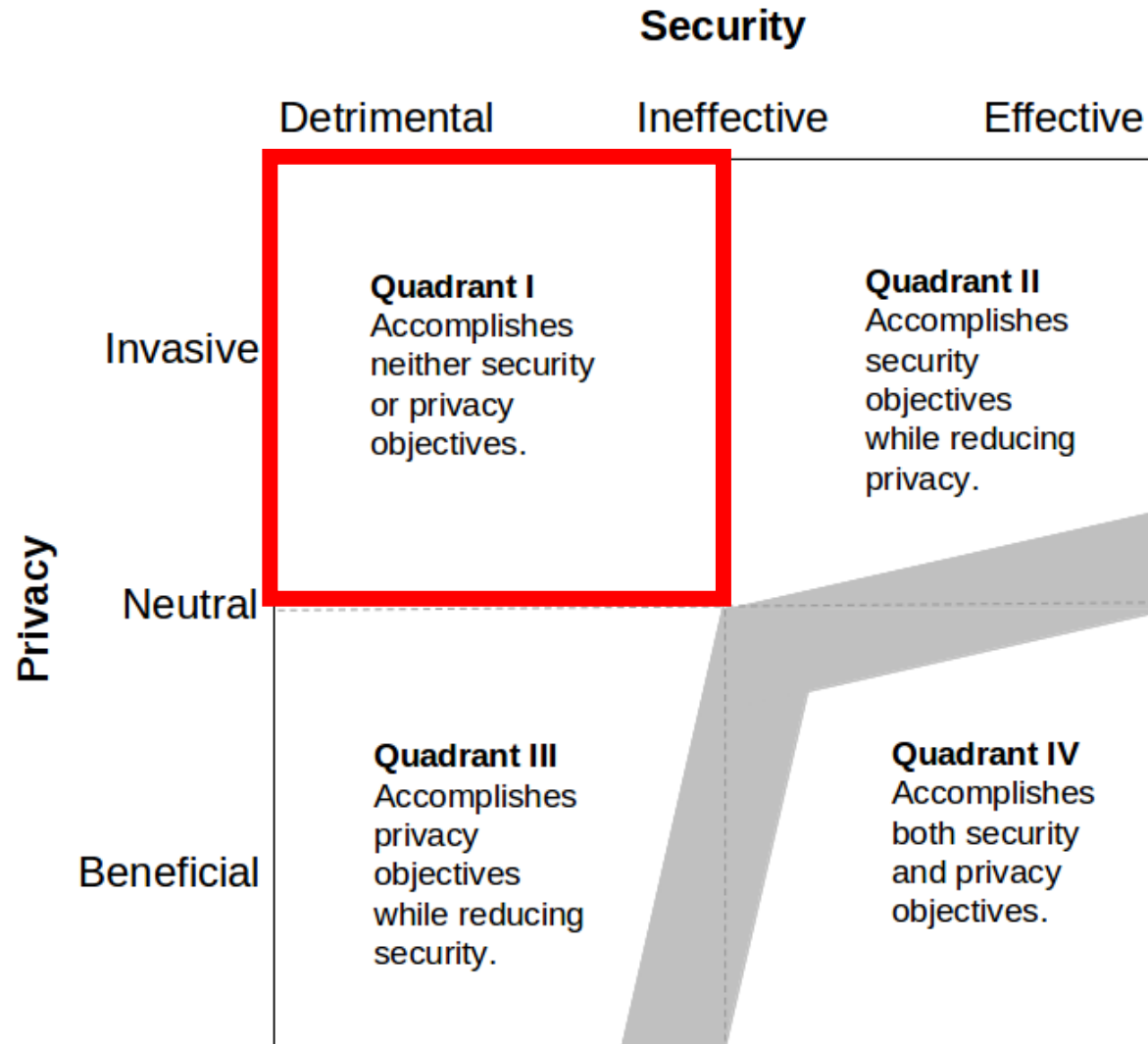
Win-Win Solutions



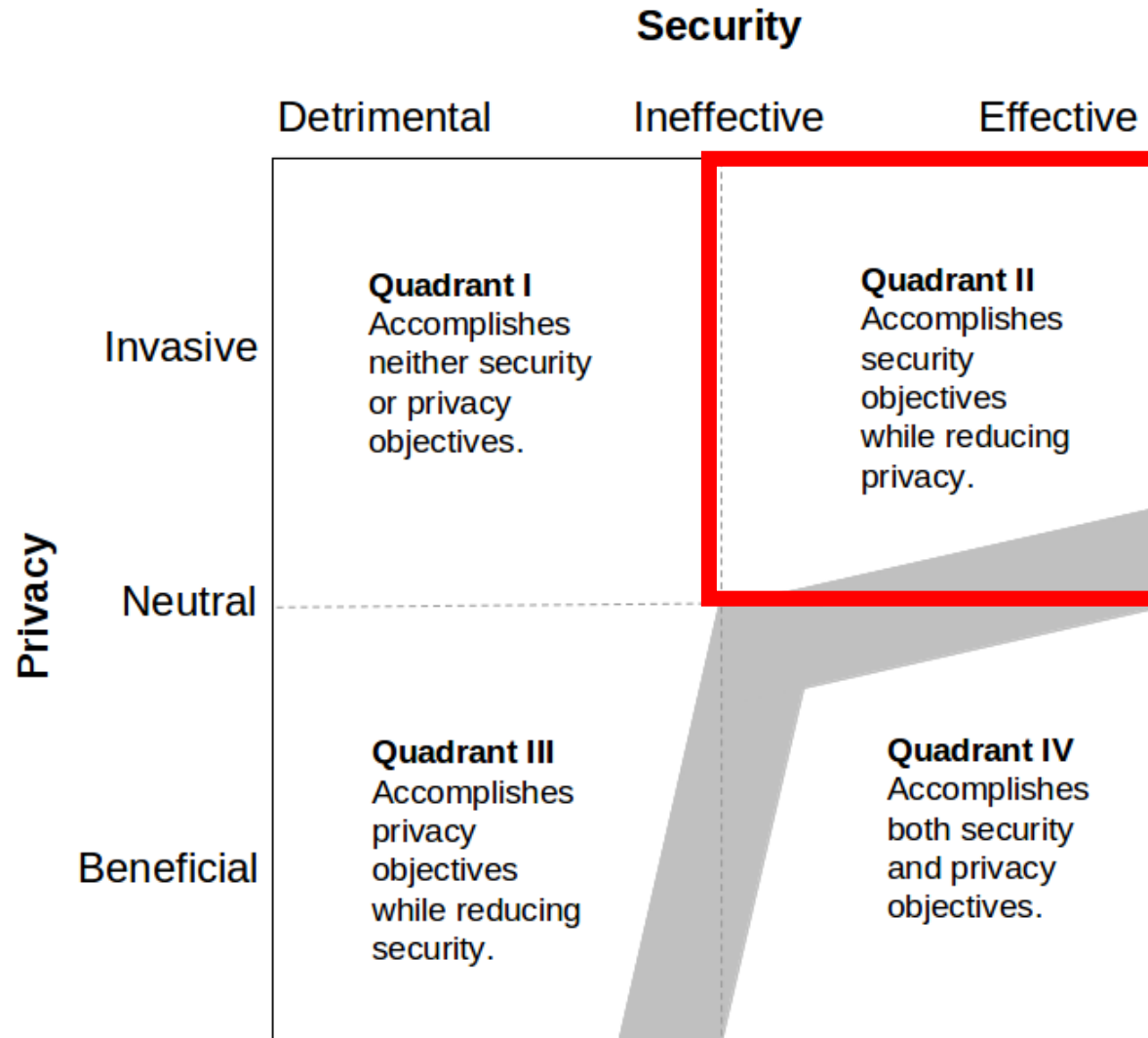
Win-Win Solutions



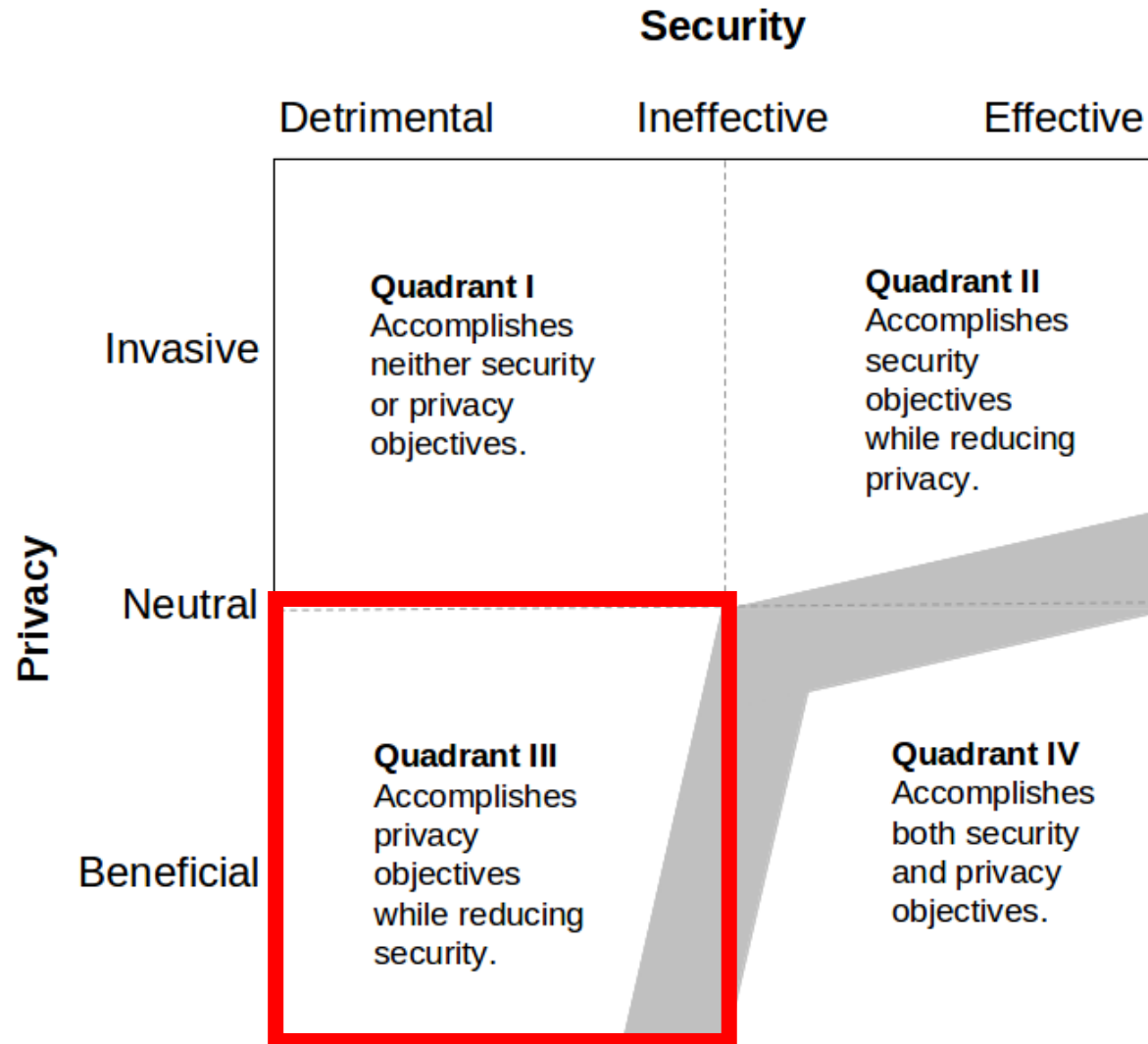
Win-Win Solutions



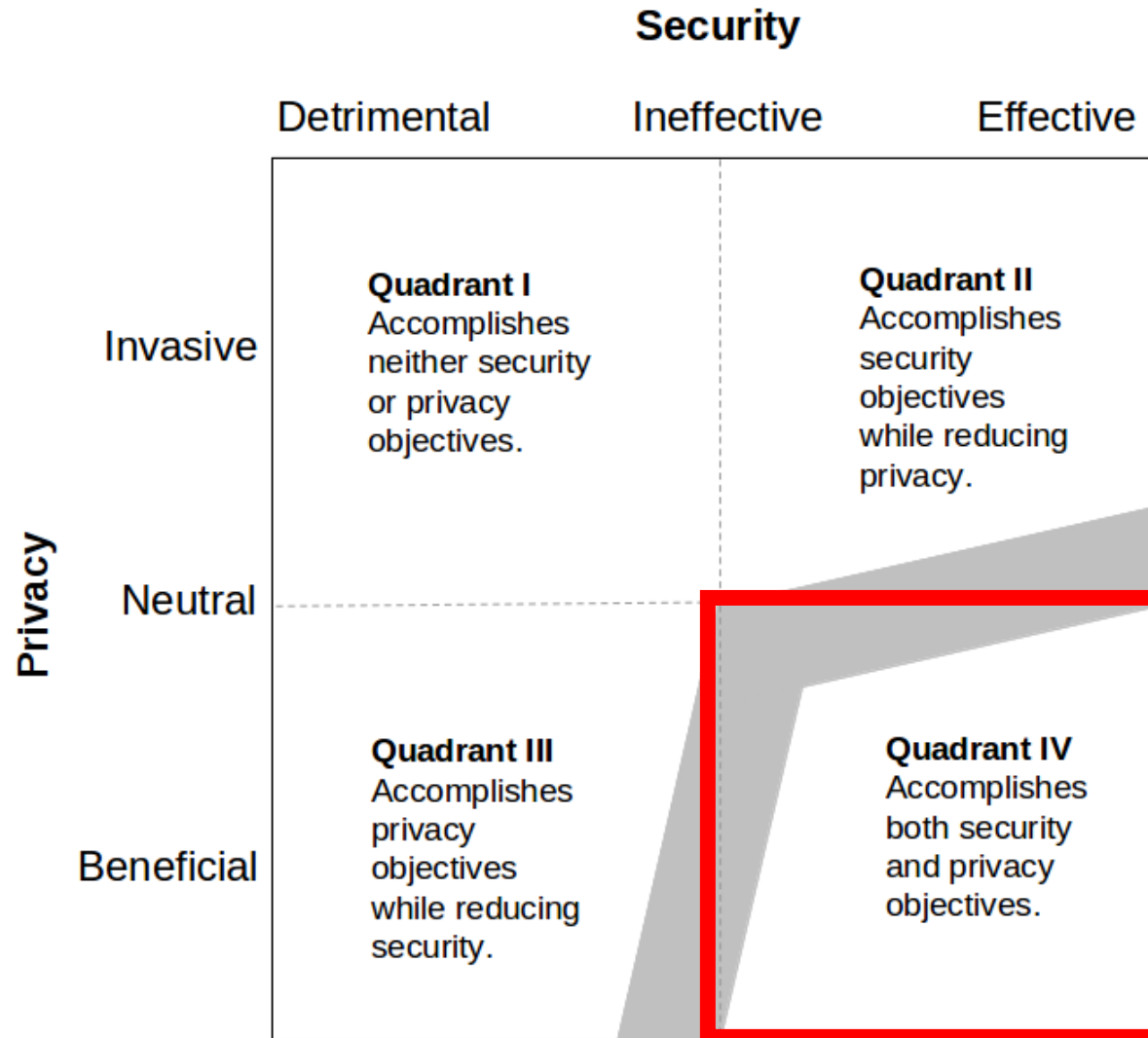
Win-Win Solutions



Win-Win Solutions



Win-Win Solutions



Recent Successes

"I'd recommend **LITTLE BROTHER**
over pretty much any book I've read this year."

NEIL GAIMAN,
author of **SANDMAN** and **AMERICAN GODS**

LITTLE BROTHER



CORY DOCTOROW

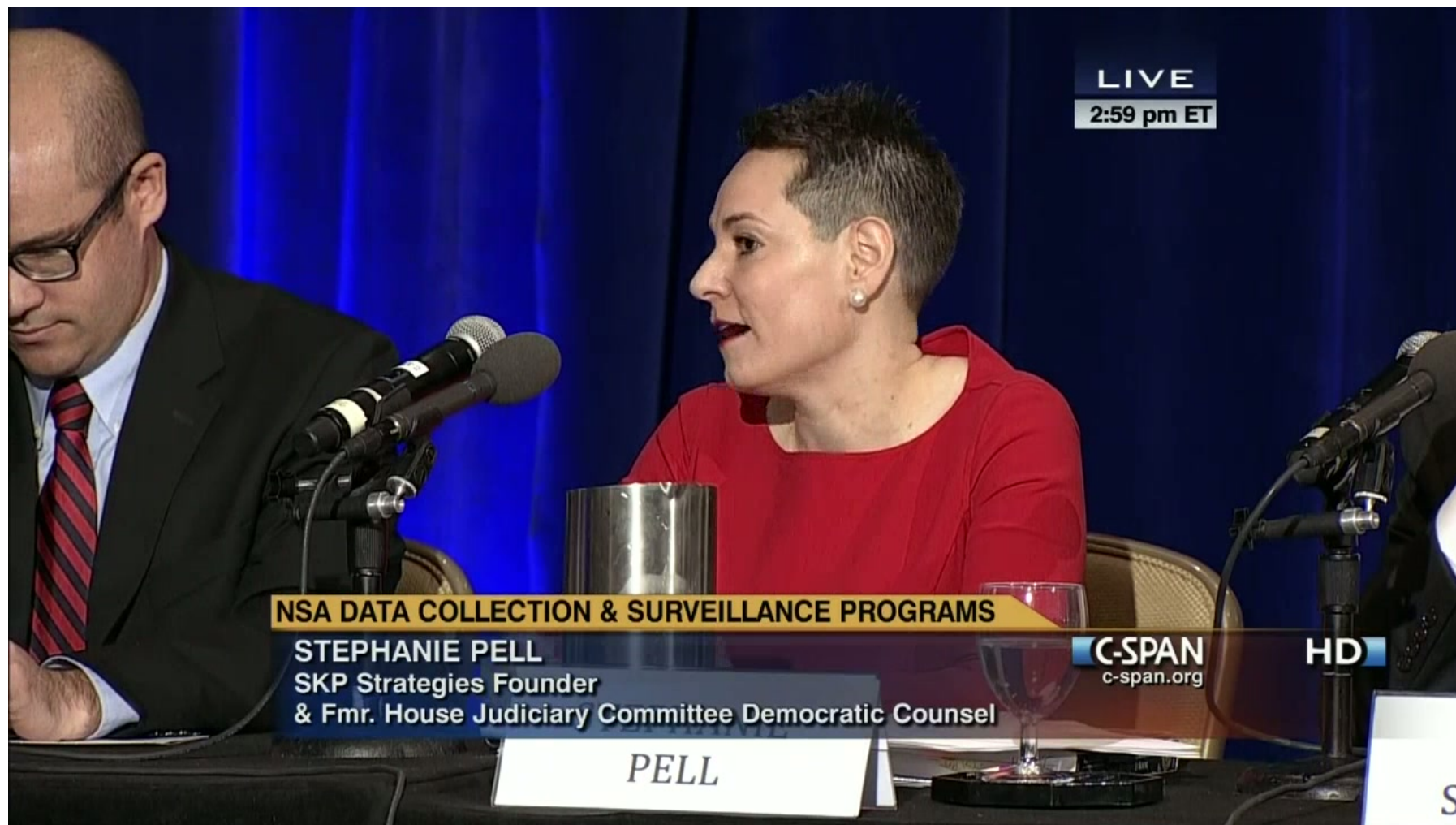
"A rousing tale of techno-geek rebellion."

SCOTT WESTERFELD,
author of **UGLIES**, **PRETTIES**, and **SPECIALS**



Marcia Hoffman, Congressman Jim Langevin, Vice Admiral Mike McConnell, Jeff Moss, and Sami Saydjari (Gregory Conti Moderator). *The Role of the U.S. Government in Cyberspace*, United States Military Academy Senior Conference, West Point, NY, June 2012.

Ethics Fellow





Surveillance has moved from celebrities to large swaths of the population

- **Description:** Surveillance was once the domain of nation states, but the rise of the Internet brings surveillance into the day to day lives of everyone. This project studies the impact of our instrumented world and how we should live within it.
- **Publications:**
 - “Do Robots Dream of Electric Laws? An Experiment in the Law as Algorithm.” We Robot, Stanford, April 2013.
 - “A Framework for Analysis of Quotidian Exposure in an Instrumented World.” IEEE Carnahan Conference on Security Technology, 2012.
 - “Confronting Automated Law Enforcement.” We Robot, Miami, April 2012.
 - “The Military’s Cultural Disregard for Personal Information,” Small Wars Journal, 2010
 - “Self-monitoring of Web-based Information Disclosure,” Workshop on Privacy in the Electronic Society, 2007.
 - “An Honest Man Has Nothing to Fear: User Perceptions on Web-based Information Disclosure,” Symposium on Usable Privacy and Security, 2007.

What Will End Progress?

"All the News
That's Fit to Print"

The New York Times

LATE CITY EDITION

Weather: Fair, warm today; clear tonight. Sunny, pleasant tomorrow.
Temp. range: today 80-84; Sunday 71-84. Temp.-Hum. index yesterday 48. Complete U.S. report on P. 54.

VOL. CXVIII, No. 49,721

© 1969 The New York Times Company

NEW YORK, MONDAY, JULY 21, 1969

10 CENTS

Insert Embarrassing Headline Here

Voice From Moon: 'Eagle Has Landed'

EAGLE (the lunar module): Houston, Tranquility Base here. The Eagle has landed.

HOUSTON: Roger, Tranquility, we copy you on the ground. You've got a bunch of guys about to turn blue. We're breathing again. Thanks a lot.

TRANQUILITY BASE: Thank you.

HOUSTON: You're looking good here.

TRANQUILITY BASE: A very smooth touchdown.

HOUSTON: Eagle, you are okay for T1. [The first step in the lunar operation.] Over.

TRANQUILITY BASE: Roger. Stay for T1.

HOUSTON: Roger and we see you venting the air.



A Powdery Surface Is Closely Explored

By JOHN NOBLE WILFORD

Special to The New York Times

HOUSTON, Monday, July 21—Men have landed and walked on the moon.

Two Americans, astronauts of Apollo 11, steered their fragile four-legged lunar module safely and smoothly to the historic landing yesterday at 4:17:40 P.M., Eastern daylight time.

Neil A. Armstrong, the 38-year-old civilian commander, radioed to earth and the mission control room here:

"Houston, Tranquility Base here. The Eagle has landed."

The first man to reach the moon—Mr. Armstrong and his assistant, Col. Edwin E. Aldrin Jr. of the Air Force—

Towards solutions...

Available Tools




- Posters / Pamphlets
- Professional reading lists
- Required annual training
- Training courses
 - Both online and physical
- Civ/Mil professional education
- Professional writing
- Privacy research groups
- Chief Privacy Officers
- Conferences and workshops
- Senior leader support

Posters




Pamphlets



BJA Bureau of Justice Assistance


FBI Federal Bureau of Investigation



Communities Against Terrorism

Potential Indicators of Terrorist Activities Related to Internet Café

What Should I Consider Suspicious?	What Should I Do?
<p>People Who:</p> <ul style="list-style-type: none"> Are overly concerned about privacy, attempts to shield the screen from view of others Always pay cash or use credit card(s) in different name(s) Apparently use tradecraft: lookout, blocker or someone to distract employees Act nervous or suspicious behavior inconsistent with activities Are observed switching SIM cards in cell phone or use of multiple cell phones Travel illogical distance to use Internet Café <p>Activities on Computer indicate:</p> <ul style="list-style-type: none"> Evidence of a residential based internet provider (signs on to Comcast, AOL, etc.) Use of anonymizers, portals, or other means to shield IP address Suspicious or coded writings, use of code word sheets, cryptic ledgers, etc. Encryption or use of software to hide encrypted data in digital photos, etc. Suspicious communications using VOIP or communicating through a PC game <p>Use Computers to:</p> <ul style="list-style-type: none"> Download content of extreme/radical nature with violent themes Gather information about vulnerable infrastructure or obtain photos, maps or diagrams of transportation, sporting venues, or populated locations Purchase chemicals, acids, hydrogen peroxide, acetone, fertilizer, etc. Download or transfer files with "how-to" content such as: <ul style="list-style-type: none"> Content of extreme/radical nature with violent themes Anarchist Cookbook, explosives or weapons information Military tactics, equipment manuals, chemical or biological information Terrorist/revolutionary literature Preoccupation with press coverage of terrorist attacks Defensive tactics, police or government information Information about timers, electronics, or remote transmitters / receivers <p><i>It is important to remember that just because someone's speech, actions, beliefs, appearance, or way of life is different; it does not mean that he or she is suspicious.</i></p>	<p>Be part of the solution.</p> <ul style="list-style-type: none"> ✓ Gather information about individuals without drawing attention to yourself ✓ Identify license plates, vehicle description, names used, languages spoken, ethnicity, etc. ✓ Do not collect metadata, content, or search electronic communications of individuals ✓ Do not do additional logging of on-line activity or monitor communications ✓ If something seems wrong, notify law enforcement authorities. <p>Do not jeopardize your safety or the safety of others.</p> <p>Preventing terrorism is a community effort. By learning what to look for, you can make a positive contribution in the fight against terrorism. The partnership between the community and law enforcement is essential to the success of anti-terrorism efforts.</p> <p>Some of the activities, taken individually, could be innocent and must be examined by law enforcement professionals in a larger context to determine whether there is a basis to investigate. The activities outlined on this handout are by no means all-inclusive but have been compiled from a review of terrorist events over several years.</p>



Joint Regional Intelligence Center (JRIC)

www.jric.org

(888) 705-JRIC (5742) mention "Tripwire"

Suspicious Activities

- “Overly concerned about privacy”
- “Always pays cash”
- “Use of anonymizers ... to shield IP address”
- “Uses encryption”
- “Downloads information about electronics”

Professional Reading Lists

MCB Quantico, VA

Library of the Marine Corps » Research Guides Home » Commandant's Professional Reading List - Official Site Admin Sign In

Commandant's Professional Reading List - Official Site

Tags: commandant's professional reading list, enlisted pme, marine corps reading list, officer pme, professional military education, usmc reading list

Official site of the Marine Corps Commandant's Professional Reading List per ALMAR 001/13. This site outlines the required books and annual reading requirements for all active duty and reserve, officer and enlisted Marines.

[Home](#) [CMC's Choice](#) [Enlisted](#) [Officer](#) [Professional Categories](#) [Discussion Guides](#) [FLOTMC Reading List](#) [Military Reading Lists](#) [MCU Top Periodicals](#) [DOD is Reading](#) [Book Search](#) [Help & FAQs](#) [Contact Us](#)


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CPRL News

ATTENTION ON DECK!




Top Professional Periodicals
Marine Corps University's list of top

Commandant's Professional Reading List

The **Marine Corps Commandant's Professional Reading List** (also known as the Marine Corps Reading List) is a list of required annual reading for all officer and enlisted Marines, whether active duty or reserve. The Commandant's guidance and additional information can be found in ALMAR 001/13 dated 2 JAN 2013.

Read Gen. Amos' message to Marines in CMC White Letter No. 4-12: Reading in the Marine Corps... "Thirty year old body and 5000 year old mind".



35th Commandant of the Marine Corps
General James F. Amos

How to Use this Guide

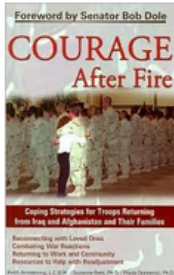
Purpose of this Guide

This Guide provides the information Marines need to find Marine Corps Reading List titles in person and/or online at:

- [MCCS Base Libraries](#) worldwide
- [Library of the Marine Corps](#), Quantico, VA
- [Navy Library General Reading Program Online Library](#) via NKO
- [DoD MWR Library Resources](#) online via Military OneSource

Book of the Month

BOOK OF THE MONTH



Foreword by Senator Bob Dole
COURAGE After Fire
Coping Strategies for Troops Returning from Iraq and Afghanistan and Their Families
Recommending with Loved Ones
Confronting War Readiness
Returning to Work and Community
Reconnecting to Help with Readjustment
Mark Armstrong, L.C.S.W. (Author) (ISBN 9781452100000)

Courage After Fire by Keith Armstrong

FREE ONLINE: Navy General Library Program* - avail. in many formats (*Account required. More info...)

USMC MCCS LIBRARIES: Search for copies at your Base Library

QUANTICO/USMC RESEARCH LIBRARY COPIES: Print copies, ebrary ebook

Conferences

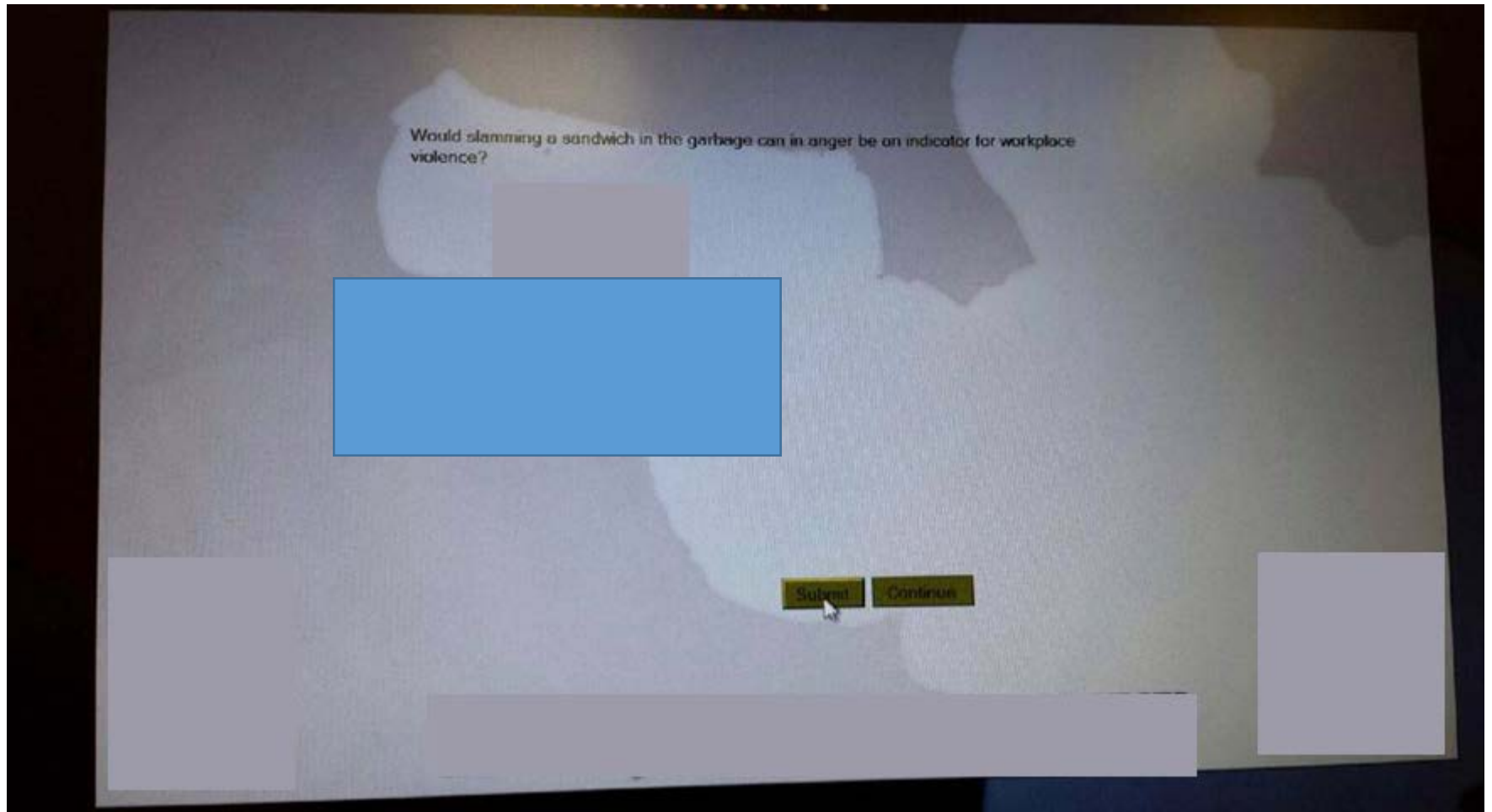


“Photos Emerge from GSA Vegas Spending Spree”

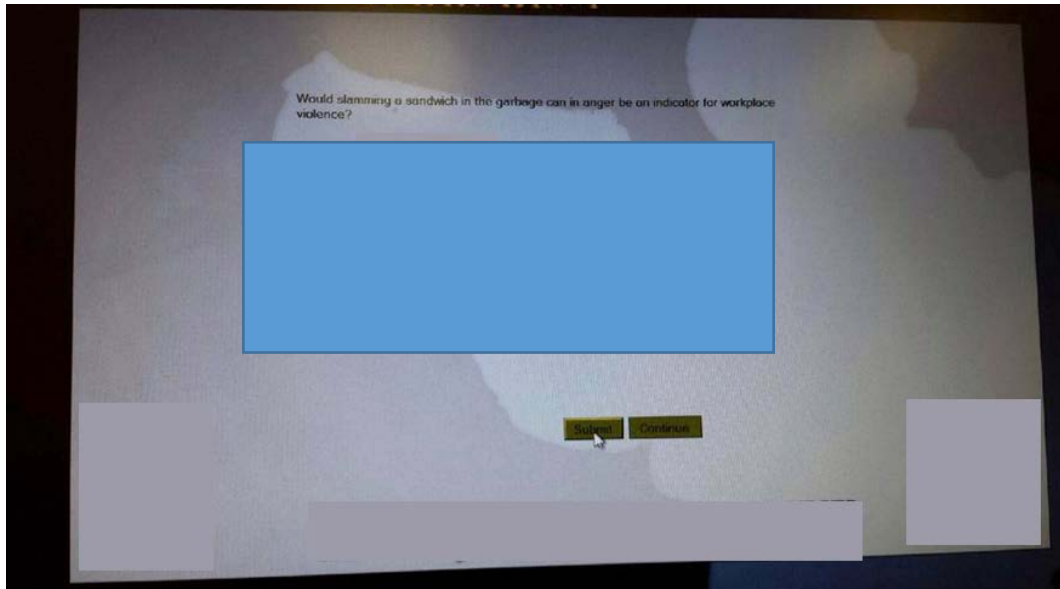
Required Annual Training

TRAINING RECORD FOR			
COURSE TITLE AND DURATION (OWNER, MINUTES)	TRAINING DUE	COMP D	
Alcohol and Drug Abuse (MACC-O, 45)			Alcohol and Drug Abuse (MACC-O, 45)
Antiterrorism and Force Protection-AT Level 1- ALL (USMA, 50)			Antiterrorism and Force Protection-AT Level 1- ALL (USMA, 50)
Army Traffic Safety Training Program/ Accident Avoidance Course (USMA, 35)			Army Traffic Safety Training Program/ Accident Avoidance Course (USMA, 35)
Combat Trafficking in Person Annual- ALL (USMA, 25)			Combat Trafficking in Person Annual- ALL (USMA, 25)
Composite Risk Management (Military 2G-F97_DL) Initial/Ongoing (USMA, 35)			Composite Risk Management (Military 2G-F97_DL) Initial/Ongoing (USMA, 35)
DoD Cyber Awareness Challenge Training (IA training- All Annual) (USMA, 75)			DoD Cyber Awareness Challenge Training (IA training- All Annual) (USMA, 75)
EO Training -USMA Military- POC (USMA, 30)			EO Training -USMA Military- POC (USMA, 30)
Ethics (All Initial- Annual Contracting Officers) (USMA, 30)			Ethics (All Initial- Annual Contracting Officers) (USMA, 30)
Fraternization (MACC-O, 15)			Fraternization (MACC-O, 15)
FY14 SHARP Team Bound -ALMS- PHASE II-Mandatory (USMA) (USMA, 60)			
FY14 SHARP- Leader Face2Face- PHASE I-Mandatory All (USMA, 60)			
Operations Security- OPSEC All (Initial/annual) (USMA, 45)			
Personnel Recovery (PR101) Soldiers All/ Civilians-travel OCONUS) (USMA, 70)			
SHARP Team Bound -ALMS- PHASE II-Mandatory (USMA, 60)			
Suicide Prevention - All (MAAS-O, 65)			
Supervisor Development Course-ONLY Supervisors of DA Civilians (USMA, 300)			
Threat Awareness and Reporting Program-TARP- in ALMS- ALL (USMA, 45)			
West Point Command Training Guidance FY14 (MAAS-O, 60)			

Training at Boot Time



An Unfair Example...



Would
slamming a
sandwich in
the garbage
can in anger
be an
indicator for
workplace
violence?

And the answer...

☐ Yes

☒ No

Correct!!

Explanation:

It means he or she had a bad sandwich.

TASK LIST

UNCLASSIFIED

50 1750

Protecting
Classified
Information

Scavenger
Hunt!

CAC/PIV
PIN



UNCLASSIFIED



Clue 1

May be used to
talk to people in
different locations

TASK LIST

UNCLASSIFIED

50 1750

Protecting
Classified
Information

Scavenger
Hunt!

Find the item that:

CLUE 1

May be used to talk to
people in different locations

CAC/PIN
PIN



UNCLASSIFIED

Clue 2

Must be plugged in

TASK LIST

UNCLASSIFIED

50 1750

Protecting
Classified
Information

Scavenger
Hunt!

Find the item that:

CLUE 1

May be used to talk to
people in different locations

CLUE 2

Must be plugged in

CAC/PIN
PIN



UNCLASSIFIED



Clue 3

Rings when other
people contact you

TASK LIST

UNCLASSIFIED

50 1750

Protecting Classified Information

Scavenger Hunt!

Find the item that:

CLUE 1

May be used to talk to people in different locations

CLUE 2

Must be plugged in

CLUE 3

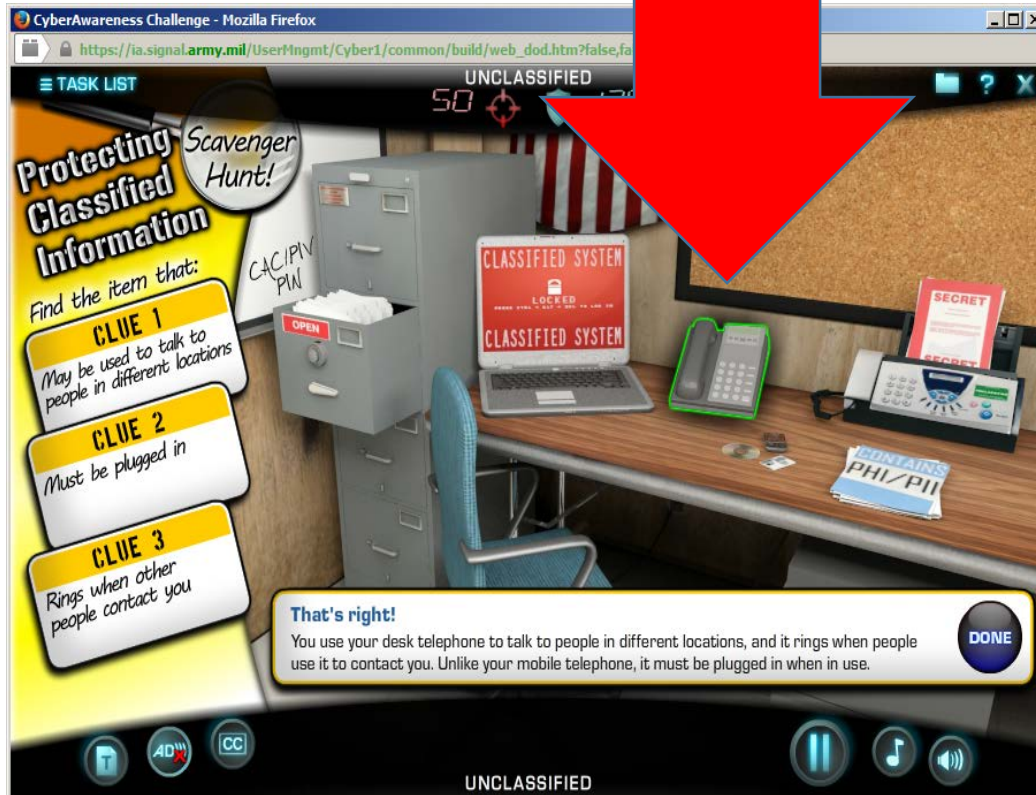
Rings when other people contact you

CAC/PIN
PIN



UNCLASSIFIED

That's right!

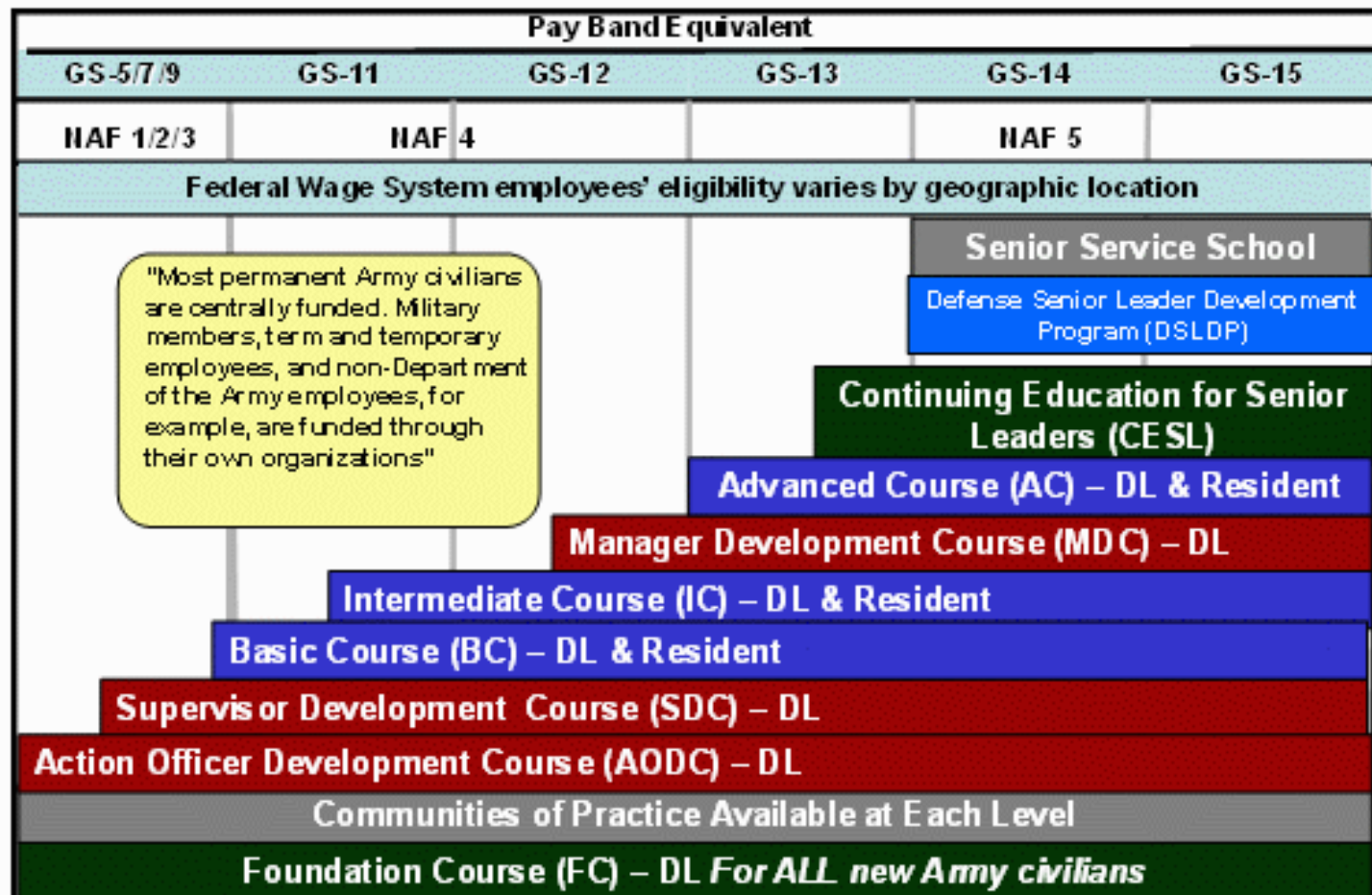


“You use your desk telephone to talk to people in different locations, and it rings when people use it to contact you.

Unlike your mobile telephone, it must be plugged in when in use.”

Professional Education Programs

Civilian Leader Development Overview



Pay bands based on supervisory responsibility

Professional Writing



SMALL WARS JOURNAL

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Search

HOME JOURNAL SWJ BLOG EL CENTRO LIBRARY COUNCIL ABOUT

Small wars are operations undertaken under executive authority, wherein military force is combined with diplomatic pressure in the internal or external affairs of another state whose government is unstable, inadequate, or unsatisfactory for the preservation of life and of such interests as are determined by the foreign policy of our Nation.

-- *Small Wars Manual*, 1940

Welcome. *Small Wars Journal* publishes contributed work from across the spectrum of stakeholders in small wars. We look for articles from serious, authentic voices that add richness, breadth and depth to the dialog that too often occurs in cloistered venues. We do not screen articles for conformance with a house view; our only position is that small wars are wicked problems warranting consideration of myriad views before action, to inform what will no doubt be imperfect decisions with significant unintended consequences. On the continuum from paralysis by analysis, to informed action with recognition & maybe mitigation of cascading effects, to bold & ignorant decisiveness, we strive to help our readers find the middle ground.

Our content is generally available to any internet user. You need an *SWJ Username* to comment. **Register** or **Login**, it is free and easy. Please note that our discussion board, **Small Wars Council**, uses a separate *Council Username* – **more about that here**.

JOURNAL

Raqqa: From Regime Overthrow to Inter-Rebel Fighting
by **Lucas Winter**
July 19, 2014 06:46 AM | Comments (0)

This paper details the March 2013 takeover of Raqqa by Syrian rebels and the subsequent rebel infighting.

SWJ BLOG

Revisiting COIN Strategies in Vietnam
by **SWJ Editors**
July 19, 2014 04:25 PM | Comments (0)

"The United States did not come to recognize the people of Indochina as the center of gravity and focused on them too little and too late."

Current Issue



Bush Your Favorite?

newsmax.com/surveys
Was Bush Our Best President?
Vote Here Now!

>



FSS Will Rent Your Roof?



Senior Leader Support



And an upcoming opportunity...



Strategies

- Seek to win over mindset, not out of “compliance”
- Accommodate the limited rate of cultural change
- Develop mutual respect
- Seek broad impact
- Find allies within target communities
- If possible, send the right messengers with street cred in target community
- Speak the language of the target community
- Facilitate grassroots efforts
- Educate senior leaders
- Research as an enabler for outreach, advising, and education

Strawman Content

- Introduction
 - Why, who cares, and so what
- History of privacy and civil liberties
 - General examples
 - Examples of abusive States
- Legal and policy concepts
 - Ideological underpinnings
 - Representative case law
- The Rise of the instrumented world & IoT
 - Did you know examples...
 - Microdots on print outs
 - Every envelop and package is scanned
 - What the future portends
- Alternative views

Other Concepts

Understand that the perspective of the citizen is equally important to democracy.

Teach that you can't always be so certain that your perspective is right.

Transparency and citizen engagement is positive.

Freedom of thought, freedom of expression, our democracy depends on it.

Conclusions

- No overnight solution
- Progress will be fragile at first
- Requires engagement/empathy on all sides
- Inside the given tribe is better
- Actionable solutions
- Reach beyond military to policy makers

- When/how did your “awakening” occur?
- If you were running training for junior, mid-career, or senior government officials, what would you teach them?
- What teaching strategies and techniques would you employ?
- What sources do you recommend for ideas and content? Other courses to draw upon?
- What are the best ways to generate momentum and distribute content?

COLUMBIA

The logo features a woman, Columbia, standing on a pedestal. She is wearing a long, flowing dress and holding a torch aloft in her right hand. The torch is the source of a bright, starburst-like light that radiates outwards, creating a dramatic effect. The background is dark with some clouds.

The End

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