

**Dr. Daniel M. Gerstein**  
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## **SUMMARY OF QUALIFICATIONS**

Extensive experience in the security and defense sectors in a variety of positions while serving as a Senior Executive Service (SES) government civilian, in industry, and in uniform. Visionary leader with a record of building organizations and mentoring people. Demonstrated record of excellence in leadership, project management, strategic planning, and business development. In-depth Interagency experience in policy, requirements and acquisitions. In uniform, served on four continents while participating in combat, peacekeeping, humanitarian assistance, counterterrorism and homeland security. Served for more than a decade in the Pentagon in various high-level positions. Significant business experience having led a Profit and Loss (P&L) center responsible for providing Homeland security solutions and business development for new and emerging markets, as well as serving as a source selection authority on several major procurements and managing the work of contractors, laboratories and federally funded research and development centers (FFRDCs).

Areas of specific expertise include:

- Overall: security and defense policy, strategic planning, capabilities and requirements development, science & technology (S&T) assessment/management, acquisition support
- Technical areas: cybersecurity, communications and information technology (IT), biodefense, borders and maritime security, countering Weapons of Mass Destruction (WMD)
- Policy areas: foreign policy and arms control, international negotiations, nonproliferation & counter proliferation, counterterrorism

## **CURRENT POSITION**

### **RAND Corporation (December 2014-Present)**

- Conducts research on Homeland security issues including biological defense, cyber security, critical infrastructure protection
- Conducts research on national security issues with particular expertise in policy formulation, strategic analysis, weapons of mass destruction, international engagement, cooperative threat reduction, arms control, and command, control, communications and computers (C4)
- Provides knowledge to other RAND researchers on security and defense topics and relevant emerging issues
- Supports bid and proposal development for national security, Homeland security and selected emerging health issues

## **SENIOR GOVERNMENT LEADERSHIP EXPERIENCE**

### **Under Secretary (Acting) and Deputy Under Secretary for Science & Technology, Department of Homeland Security (Aug 2011-Apr 2014)**

- Was responsible for delivering operational relevant, innovation and effective technology solutions to the Homeland Security Enterprise (HSE)
- Managed the development and execution of the directorate's over \$1 billion annual budget

- ❑ Supervised major investment areas including first responder technologies, borders and maritime, chemical and biological defense, cybersecurity, explosives and resilient systems
- ❑ Introduced technology roadmaps into the directorate for managing R&D lines of business
- ❑ Managed the five internal DHS R&D laboratories dealing with biodefense, transportation security, first responder technologies, and chemical defense
- ❑ Directed the interface with the DHS university of excellence portfolio that included nine Centers of Excellence and touched over 200 U.S. and international colleges and universities
- ❑ Regularly interfaced with key stakeholders and constituents including Congress, The White House and the National Security Council (NSC) staff
- ❑ Developed a Department-wide initiative for consolidating, analyzing and solving big data issues

**Senior Counselor to the Deputy Secretary, Department of Homeland Security (May 2014-December 2014)**

- ❑ Provides strategic insights and analysis concerning development of the Department’s “strategy to resources” reform process
- ❑ Works with Interagency partners (DoD, DOE, HHS, IC) to enhance collaboration on acquisition and requirements generation in areas with common interest
- ❑ Oversees the development of a special program for enhancing aviation security against a broad range of emerging threats
- ❑ Identified several areas for DHS cross-Interagency collaboration in capabilities development and requirements generation
- ❑ Was responsible for the inclusion of the Department in the recent Association of the United States Army (AUSA) Symposium to include gaining our Secretary’s participation, support to Homeland Security and Defense panels and establishment of display booths

**Principal Director, Countering Weapons of Mass Destruction, Office of the Secretary of Defense (Policy) (Political Appointee) (Nov 2009-Aug 2011)**

- ❑ Oversaw all policy development and execution of the counter Weapons of Mass Destruction (WMD) mission space within the Office of the Secretary of Defense (Policy)
- ❑ Was a senior advisor to the Secretary of Defense on matters falling within a broad spectrum of combating WMD, cooperative threat reduction, and counter proliferation policy
- ❑ Was responsible for the policy guidance for the \$250 million annual emphasis included the implementation of the Nunn-Lugar Cooperative Threat Reduction Program and the Presidential Policy Directive on biodefense
- ❑ As part of the Nunn-Lugar program and based on a presidential mandate, negotiated the destruction of the SS-24 strategic rocket motors in the Ukraine
- ❑ Negotiated with the Government of Pakistan concerning biodefense support
- ❑ Managed the OSD(Policy) positions on a number of arms control treaties and conventions including Law of the Sea, the Chemical Weapons Convention (CWC), the Biological Weapons Convention and the Missile Technology Control Regime (MTCR)

## **CORPORATE & CHANGE MANAGEMENT EXPERIENCE**

### **Vice President, Homeland Security Services, L-3 Communications (Jun 2006-Nov 2009)**

- Ran a P&L business unit responsible for providing Homeland security services including maritime and port security solutions, WMD preparedness and response, critical infrastructure security, emergency response capability and exercise support to U.S. and international customers
- Provided strategic recommendations and technology assessments to the CEOs of the \$15B corporation and the \$4B business unit for the purpose of corporate acquisitions
- Responsible for international business development with a specific focus on the Middle East and Latin America
- Responsible for a five-fold increase in the business unit over three years

### **Director, Army Transformation Office, Army Staff, Pentagon, Washington, DC (Jun 2000-Aug 2001)**

- Served as the Chief of Staff of the Army's lead change agent for the Army's transformation, the most significant change in the Army since WWII
- Explained the "transformation" to senior defense leaders, Congress, and industry
- Participated in a cross functional briefing team that was instrumental in the development of and gaining support for the Stryker Brigade Combat Team (SBCT) and the new armored wheeled vehicles in the formation
- Developed an automated tool for tracking the major decisions, objectives and the measures of effectiveness that encompassed 20,000 activities across the Army
- Evaluated technologies for incorporation into the transformed force

### **Team Chief, Program Analysis and Evaluation (PAE), Army Staff, Pentagon, Washington, DC (Jun 1999-Jun 2000)**

- Assisted in the development of the 2001-2007 budgets for the Army
- Was the principal point of entry to the Army for all major commands and combatant commanders receiving Army resources
- Developed an innovative approach for evaluating the field commanders' Integrated Priority Lists (IPLs) and compiling the information to discern the impact of various funding levels on the Army customers

## **MILITARY LEADERSHIP EXPERIENCE**

### **Commander, 93rd Signal Brigade, Fort Gordon, Georgia (Aug 2001-Aug 2003)**

- Commanded a 1,600 person communications, information technology and cybersecurity organization with an annual budget of over \$30 million which had primary responsibility for support to U.S. forces in Southern Command (SOUTHCOM)
- Supported consequence management activities for NORTHCOM; developed doctrine for this emerging mission
- Post 9/11, provided communications support for operations in four continents simultaneously as part of the Global War on Terror (GWOT)
- Established a new Theater Network Operations and Security Center (TNOSC) for SOUTHCOM
- Served as a Chief Information Officer (CIO) for senior military commands in garrison and deployed locations

### **Commander, 141st Signal Battalion, Bosnia-Herzegovina and Germany (Jun 1996-Jun 1998)**

- Commanded a 650 person communications, information technology and cybersecurity organization with an annual budget of over \$15 million which had primary responsibility for support to U.S. forces in Bosnia-Herzegovina and Germany
- Responsible for the incorporation of automation into the 1<sup>st</sup> Armored Division to include 2400 personal computers and the Army Battlefield Command Systems (ABCS)
- Served as a Chief Information Officer (CIO) for senior military commands in garrison and deployed locations

### **STRATEGY & POLICY EXPERIENCE**

#### **Military Fellow, Council on Foreign Relations, New York, NY (Aug 2004-May 2005)**

- Selected as the Army Senior Military Fellow at the Council on Foreign Relations (CFR)
- Represented the military to CFR members and international audiences
- Co-led the Secretary of the Army's Transition Team (Dec 2004-Jun 2005)
- In a year, wrote a book (*Securing America's Future*) that was published by a major press

#### **Special Assistant & Speechwriter for Director, Strategy, Plans and Policy J-5, the Joint Staff (May 1994-May 1996)**

- Served as the speechwriter and traveling Executive Office for General Wesley K. Clark
- Served on the Holbrooke Delegation that negotiated the peace settlement in Bosnia-Herzegovina; awarded State Department's Distinguished Service Award
- Regularly met with President Aristide (Haiti) concerning the pre-operation plans for introducing of forces in Haiti as well as providing daily update on the progress in achieving the operational objectives once forces were introduced
- Co-authored the first version of Joint Vision 2010 for the Chairman of the Joint Chiefs which became the framework for the Joint Requirements Oversight Council (JROC)

### **OTHER SIGNIFICANT POSITIONS**

- Adjunct Professor, American University, Washington, DC (2009-Present)
- Executive Officer to the Under Secretary of the Army, Army Staff (May 2005-2006)
- Director, Executive Office of the Headquarters Staff Group, Army Staff (2003-Aug 2004)
- Battalion Executive Officer, 1st Cavalry Division, Fort Hood, TX (May 1993-May 1994)
- Assistant Division Signal Officer, 1st Cavalry Division, Fort Hood, TX (June 1992-May 1993)
- Assistant Division Signal Officer, 3rd Armored Division, Southwest Asia (Combat) (Feb 1991-May 1991)
- Aide-De-Camp, Vice Chief of Staff of the Army, Army Staff (May 1990-February 1991)
- Conventional Arms Control Analyst, Army G-3, Army Staff (June 1988-May 1990)
- Operations Research Analyst, Army Concepts Analysis Agency (June 1986-June 1988)
- Command & Staff, 17th Signal Battalion (February 1983-June 1984)

### **SIGNIFICANT ACHIEVEMENTS**

- Numerous civilian, military and international awards including the Soldier's Medal for heroism
- 2015 Distinguished Alumnus Award, School of Policy, Government, and International Affairs, George Mason University

- Selected as the Outstanding Operations Research Analyst at the US Army Concepts Analysis Agency in 1987 from a pool of 250 analysts

### **AFFILIATIONS & MEMBERSHIPS**

- Adjunct Professor, American University
- Council on Foreign Relations (CFR)
- Disabled American Veterans (DAV)
- Association of the United States Army (AUSA)
- U.S. Army Signal Corps Regimental Association
- MIT Seminar XXI Fellow (1995-1996)
- Leadership team for the Project for National Security Reform (PNSR) (2007-2008)

### **BOARDS**

- Board member of Emergency and Disaster Management Program at Georgetown University (2013-Present)
- Member of Study Advisory Group (SAG) for the Global Security Directorate at Oak Ridge National Laboratory (ORNL) (2014-Present)
- Homeland Security Dialogue Forum (HSDF) (2015-Present)

### **EDUCATION**

- George Mason University, Fairfax, VA (PhD - Biodefense)
- National Defense University, Fort McNair, DC (MS - National Security & Strategic Studies)
- Command & General Staff College, Leavenworth, KS (MMAS - National Security Strategy)
- Georgia Institute of Technology, Atlanta, GA (MSOR – MS in Operations Research)
- Air Force Institute of Technology, Dayton, OH (Partial MS in Digital Electronics/Computer Science)
- United States Military Academy, West Point, NY (BS - Engineering)

### **PUBLICATIONS (SELECTED)**

#### **Books**

National Security and Arms Control in the Age of Biotechnology: The Biological Weapons Convention, Connecticut: Rowman and Littlefield, May 2013.

Bioterror in the 21st Century, Annapolis, Maryland, Naval Institute Press, October 2009.

ICMA Report: Planning for a Pandemic, ICMA Press, Volume 39/Number 3 2007.

Assignment: Pentagon: How to Excel in a Bureaucracy, Perry M. Smith and Daniel M. Gerstein Washington, D.C.: Potomac Books, 2007.

Leading at the Speed of Light: New Strategies for U.S. security in the Information Age, Daniel M. Gerstein Washington, D.C: Potomac Books, 2006.

Securing America's Future: National Strategy in the Information Age, Daniel M Gerstein Westport, CT: Praeger Security International, 2005.

## Articles

“Define Acceptable Cyberspace Behavior,” Daniel M. Gerstein, U.S. News and World Report, September 26, 2015. (<http://www.usnews.com/opinion/blogs/world-report/2015/09/26/us-china-cybersecurity-pact-highlights-bigger-issues>)

“20 years later, the lessons of Bosnia-Herzegovina,” Daniel M. Gerstein, Fox News: Opinion, August 19, 2015. (<http://www.foxnews.com/opinion/2015/08/19/20-years-later-lessons-bosnia-herzegovina0.html>)

”Nothing Left to Chance: There are key takeaways from U.S. dealings with Ebola, Syria's chemical weapons and the Fukushima disaster,” Daniel M. Gerstein, US News and World Report, July 8, 2015. (<http://www.usnews.com/opinion/blogs/world-report/2015/07/08/ebola-and-syrias-chemical-weapons-show-us-can-leave-nothing-to-chance>)

“The forgotten cornerstone in the immigration reform debate,” Daniel M. Gerstein and Martina L. Melliand, The Hill, April 29, 2015. (<http://thehill.com/blogs/congress-blog/civil-rights/240350-the-forgotten-cornerstone-in-the-immigration-reform-debate>)

“The Clash of Internet Civilizations: Why Neither Side Should Prevail (Opinion),” Daniel M. Gerstein, Government Technology, April 9, 2015. (<http://www.govtech.com/opinion/The-Clash-of-Internet-Civilizations.html>)

“To Know the Future of Biological Weapons, Look to the Past: The lessons of previous U.S. research into biological weapons seem to have been forgotten,” Daniel M. Gerstein, U.S. News and World Report, April 9, 2015. (<http://www.usnews.com/opinion/blogs/world-report/2015/04/09/to-assess-future-of-biological-weapons-look-to-the-past>)

"Managing Technology in an Unmanageable World," Daniel M. Gerstein, The Hill, February 18, 2015 (<http://thehill.com/blogs/congress-blog/technology/233126-managing-technology-in-an-unmanageable-world>)

“Go Back to Basics to Reform Homeland Security,” Daniel M. Gerstein, Politico, January 27, 2015. (<http://www.politico.com/magazine/story/2015/01/homeland-security-reform-114657>)

“4 Lessons on How to Handle the Next Ebola Virus Outbreak,” Daniel M. Gerstein, U.S. News and World Report, December 29, 2014. (<http://www.usnews.com/opinion/blogs/world-report/2014/12/29/4-lessons-on-how-to-handle-the-next-ebola-virus-outbreak>)

“The Day Before,” Proceedings: Naval Institute Press, Walter Slocombe and Daniel Gerstein, October 2010.

“Bioterror in the Age of Biotechnology,” Joint Forces Quarterly, No. 57, April 2010.

“The Washington Foreign Policy Debate,” Daniel M. Gerstein, Praeger Security International website, Feb. 07, 2007.

“A Letter from the Field...,” Daniel M. Gerstein, National War College, Washington, DC, 1999.

“Report from the field: recovering from peace operation,” Army Communicator Magazine, LTC Daniel Gerstein; Vol. 23:2, Summer 1998.

“Report from the field: The Signal mission in Bosnia-Herzegovina,” Army Communicator Magazine, LTC Daniel Gerstein; Vol. 23:3, Fall, 1998.

"The Minimum Force Density Requirements for a Defense of Europe," in book by Hallenbeck & Shaver, The Role of Conventional Arms Control in National Security Strategy, 1989.

### **Congressional Testimony**

Gerstein, Daniel M. Making DHS More Efficient: Industry Recommendations to Improve Homeland Security. Santa Monica, CA: RAND Corporation, September 2015. <http://www.rand.org/pubs/testimonies/CT438>.

Gerstein, Daniel M. Strategies for Defending U.S. Government Networks in Cyberspace. Santa Monica, CA: RAND Corporation, June 2015. <http://www.rand.org/pubs/testimonies/CT436>.

Assessing DHS’s Performance: Watchdog Recommendations to Improve Homeland Security. Daniel M. Gerstein, February 2015 (<http://www.rand.org/pubs/testimonies/CT424.html>)

Use of Behavior Detection Officers at Airports. Testimony to the Transportation Subcommittee of House Homeland, November 14, 2013.

Biological Security: The Risk of Dual Use Research. Testimony before for a Senate Committee on Homeland Security and Governmental Affairs hearing titled April 25, 2012.

The DHS and DOE National Labs: Finding Efficiencies and Optimizing Outputs in Homeland Security Research and Development. Testimony before House Committee on Homeland Security, Subcommittee on Cybersecurity, Infrastructure Protection, and Security Technologies hearing titled April 19, 2012.

### **Speeches (Selected)**

“The Biological Weapons Convention,” Blue Ribbon Panel on Biodefense (Lieberman/Ridge Panel), January 14, 2015.

"Arms Control Verification," Army War College, May 16, 2014.

"Science and Technology in Preparedness, Response, and Recovery," GovSec Presentation, May 14, 2014.

10<sup>th</sup> Anniversary of University of Southern California (USC) CREATE Center of Excellence keynote, April 29, 2014.

National Hurricane Conference 2014, April 16, 2014.

"S&T 101," Homeland Security Science and Technology Advisory Committee (HSSTAC), April 7-8, 2014.

"DHS Big Data Challenges," Big Data Symposium, Applications and Analytics for Defense, Intelligence and Homeland Security, March 19, 2014.

Homeland Security Dialogue Forum (HSDF), Dr. Daniel Gerstein, Under Secretary (Acting) for Science & Technology, February 19, 2014.

Innovation Showcase for the First Responder" Keynote, February 11, 2014.

"Science and Technology for the First Responder," International Preparedness and Response to Emergencies and Disasters (Israel), January 13, 2014.

"Science and Technology for Operational Impact," IEEE Homeland Security Conference in Waltham, Mass, November 12, 2013.

Northeastern University Awareness and Localization of Explosives-Related Threats (ALERT) Center of Excellence keynote, October 22, 2013.

Institute for Defense and Government Advancement (IDGA) Conference keynote, October 15, 2013.

Association of the United States Army (AUSA), Aberdeen Luncheon keynote, July 16, 2013.

"Security Our Agriculture Industry Against Foreign Disease," FAZD Center Annual Meeting Keynote, June 27, 2013.

AFCEA DC Emerging Technologies Symposium Keynote, June 20, 2013.

Big Data for Government Summit Keynote, May 23, 2013.

"National Security and Arms Control in the Age of Biotechnology," George Mason University's May 2013 Biodefense Policy Seminar, May 23, 2013.

"S&T Priorities," Government Technology & Services Coalition, May 10, 2013.

"Energy Resilience," 2013 Advanced Energy Conference Keynote, April 29, 2013.

Leveraging Our Capabilities "Examining Technology and Equipment Transfer between DoD and DHS," CSIS Panel, April 17, 2013.

TechAmerica Homeland Security Committee, April 4, 2013.

IDGA Homeland Security 2013 Expo Keynote, March 14, 2013.

"Big Data for Defense and Government Summit" Keynote, IDGA, February 27, 2013.



"Managing the Legal & Regulatory Research Landscape" Keynote, March 1, 2013.

Business Executives for National Security, November 27, 2012.

"Border and Maritime Security," Presentation to USC CREATE Maritime Risk. Symposium, November 14, 2012.

"DHS and the BWC Implementation," Presentation to the International Conference on Health and Security, September 5, 2012.

"S&T and Innovation" presentation to 6th Annual Network Science United States Military Academy Workshop, April 23, 2012.

"Putting Science to Work for Government Missions," The Federal Senior Management Conference: Inspiring Innovation in Leadership -- Delivering an Efficient, Effective, and Accountable Government, April 16, 2012.

"S&T Priorities," Integration, Communication Across Sectors a Must, Say Speakers at 2012 NCSE Environment and Security Conference, February 23, 2012.

"S&T Priorities," National Council for Science & the Environment, January 18, 2012.

"DHS and the Biological Weapons Convention," 7th Biological Weapons Review Conference (BWC RevCon) in Geneva, December 7, 2011.

"DoD Biosurveillance Roles, Missions and Functions," Global Biosurveillance: Enabling Science and Technology, 2<sup>nd</sup> Biothreat Nonproliferation Conference Keynote, January 19, 2011.

"Impact of economic recession on modern technology," International Forum for Maritime Transport Conference (Egypt), March 29, 2009.

Book Presentation at the AUSA Annual Conference on Leading at the Speed of Light, October 9, 2006.

Army Transformation briefings to selected military, governmental, industry and Congressional leaders (50+ presentations), 2000-2001.

## **Features**

"GovSec Recognizes Contributions of Government Security Leaders with Gov30 Awards," Government Security Conference and Expo, May 7, 2014.

"ARL-HRED STTC Hosts Under Secretary for S&T DHS," Michelle Milliner, ARL-HRED STTC.

Defense Firms Exhibit Tech Innovations at Naval Postgraduate School Event; Daniel Gerstein Comments August 30, 2013 - See more at: <http://www.govconexecutive.com/2013/08/defense-firms-exhibit-innovations-at-camp-roberts-daniel-gerstein-comments/#sthash.glnnKI2Y.dpuf>

“ Inside the last Manhattan Project facility in Manhattan,” Allison Barrie, FoxNews, February 28, 2013.

“Obama cuts threaten border security?” WND, From Joseph Farah, February 22, 2013.

"Dr. Daniel Gerstein talks with GSN about S&T's latest research projects," Jacob Goodwin, Government Security News, February 27, 2013.

"Research or development? DHS and national labs disagree," Zach Rausnitz, April 20, 2012.

"Feds @ Work: DHS Science Guy Dan Gerstein Looks For Fast Payoff," Tom Temin from FedInsider on January 27, 2012.

“Gerstein made impact on 93D signal brigade,” *Army Communicator*, June 22, 2003.

“Video on the Battlefield,” Computerworld (Vol. 37, No. 13), March 31, 2003.

“Soldier has seen analog wars turn digital,” FCW: The Business of Federal Technology, Dan Caterinicchia, February 19, 2003.

### **Radio and Television**

“Science & Technology Initiatives at DHS,” Government Contracting Weekly (Television), February 9, 2014.

“Innovation at DHS S&T,” Science News Radio Network, April 20, 2013.

“Doing Business with DHS S&T,” Federal News Radio, November 28, 2011.

### **Studies & Academic**

Project on National Security Reform (PNSR), Served as co-author and co-leader for one of the project's study areas, 2009-2010.

Examining the Potential for a Bioterror Attack, Daniel M. Gerstein Dissertation in fulfillment of a Doctorate of Philosophy in Biodefense, George Mason University, School of Public Policy, 2008.

National Strategy, Future Threats and Defense Spending, Daniel M. Gerstein, Fort Leavenworth, KS: U.S. Army Command and General Staff College, 1992.

Published several classified and unclassified studies while serving as an Operations Research Analyst at the US Army Concepts Analysis Agency including Transportation Evaluation

Research Project (1987), Ultra-Fast Sealift Study (1987), Evaluation of the USAREUR 10-in-10 Study (1987) and Conventional Arms Control Study (1988).

“The Validation and Verification of Large-Scale Computer Simulations (2 volumes),” Georgia Institute of Technology, May 1986.