



2011

Center for Homeland Defense and Security Education Report

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SPECIAL REPORT

NAVAL POSTGRADUATE SCHOOL
CENTER FOR
HOMELAND DEFENSE
AND SECURITY
EDUCATION REPORT

2011



GLEN WOODBURY
DIRECTOR
CENTER FOR HOMELAND DEFENSE AND SECURITY

Colleagues,

The 21st Century began in earnest on the morning of September 11, 2001.

That day changed the way Americans view security, and how public safety professionals do their jobs. The Naval Postgraduate School Center for Homeland Defense and Security embraced its role in this new era by creating educational programs on the forefront of homeland security and giving those programs to the nation.



In January 2003, CHDS began offering the Master of Arts in Security Studies to a class of 14 students. Since that time, more than 460 of the nation's most talented homeland security officials have participated in the master's degree program*. These alumni, in turn, share the concepts learned during their course of study with their home agencies, their colleagues and the emerging discipline of homeland security.

Homeland security education is far from a static endeavor. CHDS has been sensitive to evolving needs of this new discipline and its educational offerings reflect that flexibility.

Since its inception, the Center has added the Executive Leaders Program, which caters to high-level professionals in the private and public sectors who receive a graduate-style education in a less formal format. More than 300 professionals have participated in the program since it was established in 2006. In 2010, CHDS, in conjunction with the Department of Homeland Security, conducted its inaugural Fusion Center Leaders Program to further development of these critically important information-sharing operations. The University and Agency Partnership Initiative shares CHDS' state-of-the-art curriculum with more than 250 colleges and universities from across the country.

CHDS education extends well beyond the brick-and-mortar of the Naval Postgraduate School. More than 200 Executive Education Seminars have been conducted

*Figures for Master's and Executive Leaders program represent data through 2011 year's end.

for top-level municipal and state executives, reaching more than 7,200 officials in their own jurisdictions. Additional resources offered through the Center include the Homeland Security Digital Library, the nation's premier repository for homeland security documents, and *Homeland Security Affairs*, the nation's first peer-reviewed, digital journal in the field.

However, programs and statistics only illustrate a fraction of the Center's value. The true worth lies in the stories lived by our alumni every day. Our alumni are the change agents of the homeland security profession. This can be seen by New York Fire Department Assistant Chief Joe Pfeifer's work in establishing the department's first Center for Terrorism and Disaster and Preparedness or Evelyn Sahli of Citizen and Immigration Services researching portable DNA testing to verify kinship in immigration cases.

The Center would not be possible without the continued support of our partners. We would like to give special acknowledgement to the U.S. Department of Homeland Security, Department of Defense, Department of Justice and the Naval Postgraduate School, institutions that provide oversight and sponsorship.

Finally, we encourage you to visit our campus in Monterey, Calif., to view first-hand the resources we offer to protect our nation.

Truly yours,

Glen Woodbury

Information about the Center is available at:

WWW.CHDS.US

The Nation's Homeland Security Educator

For additional information about CHDS, our programs, or to arrange a visit, please contact

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NAVAL POSTGRADUATE SCHOOL
 CENTER FOR HOMELAND DEFENSE AND SECURITY
 EDUCATION REPORT 2011



2001 - 2011

REMEMBER.

HONOR.

PERSEVERE.

WE WILL
 NEVER
 FORGET.

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WWW.CHDS.US

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Overview of the Center for Homeland Defense and Security

The Naval Postgraduate School (NPS) Center for Homeland Defense and Security (CHDS or the Center) is the nation's homeland security educator. CHDS was created by a unique partnership between Congress, the U.S. Department of Justice and the U.S. Department of Defense on April 11, 2002, in response to the tragic and devastating September 11, 2001, terrorist attacks. The Center's creation was in part to answer the nation's question, "How can we prevent future attacks and, if there is another attack, how do we ensure that we are prepared to respond?" To this end, CHDS was given the mandate to:

- 1) Educate and prepare a national cadre of local, state, tribal and federal leaders to collaborate across professional disciplines and levels of government to secure the nation's homeland by developing new policies, strategies, and organizational arrangements to prevent and respond to future attacks;
- 2) Begin to define through evidence-based research the emerging discipline of homeland security and the curriculum components of graduate and executive-level homeland security education; and
- 3) Facilitate the development of a national homeland security education system by using an "open source" model to develop programs, curriculum and educational tools and share these resources with other academic institutions and agencies to expedite their development of homeland security programs.

Over the last nine years of its existence, the Center has consistently and rigorously evaluated its shared programs and resources to ensure the relevance of its curriculum to the national homeland security community. The growth of the Center is directly related to the successful collaboration between agencies, universities and officials charged with the development of strategy and policy for homeland security.



*View of the Naval Postgraduate School campus in Monterey, California,
location of the Center for Homeland Defense and Security.*

Center for Homeland Defense and Security Programs and Resources

- Since 2002, CHDS has provided a neutral educational forum where current and future homeland security leaders develop policies, strategies, programs, and organizational elements to counter terrorism and handle catastrophic events
 - Through graduate-level coursework, seminars, and research, homeland security leaders gain analytic homeland security expertise while bridging gaps in interagency, intergovernmental, and civil-military cooperation
 - Core programs sponsored by the U.S. Department of Homeland Security, National Preparedness Directorate, FEMA
-



CHDS Programs and Resources



Homeland Security Master's Degree Program

- In January of 2003, this fully accredited 18-month program began to bring local, state, tribal and federal leaders together in a unique learning environment
- Participants are in-residence two weeks per quarter; remainder of coursework completed via network-based learning
- 150 students from diverse disciplines are enrolled in concurrent cohorts – law enforcement, fire, emergency management, public health, etc.; cohorts graduate every six months; currently more than 460 alumni
- Participants complete a thesis on actual policy issues confronting their city, state, or sponsoring organization; these are being implemented by agencies around the nation to solve HS challenges

Executive Leaders Program (ELP)

- Four one-week seminars over nine months for senior level public and private sector officials; more than 300 participants to date
- Participants acquire deeper understanding of current and emerging homeland security issues and public policy debates while strengthening working relationships across agencies and levels of government

Fusion Center Leaders Program (FCLP)

- Consists of a one-week, in-residence program; initiated in May 2010, with two cohorts a year
- Graduate level course examines key questions and issues facing fusion center leaders, their role in homeland security and public safety, and the Information Sharing Environment

Executive Education Seminars (EES) for Governors, Mayors and HS Leaders

- Half-day executive seminars, facilitated by Mobile Education Teams (METs) and subject matter experts, provide a neutral educational forum to explore, discuss and debate HS issues
- Topics are discussed in a roundtable format utilizing area specific interactive scenarios
- More than 200 seminars conducted, reaching more than 7,200 officials

University and Agency Partnership Initiative (UAPI) - www.uapi.us

- CHDS offers its curriculum, learning technologies, and educational resources to more than 250 partners who also share their curriculum and specialized expertise with CHDS and other UAPI partners
- “Multiplier effect” increases number and diversity of students with access to homeland security education nationally

Homeland Security Self-Study Courses

- Non-credit, online versions of the MA courses; available to professionals who wish to enhance their understanding of key concepts and require the flexibility of self-paced instruction

Homeland Security Digital Library (HSDL) - www.hSDL.org

- Nation's premier collection of HS policy and strategy related documents; supports local/state/tribal/federal analysis, decision-making, and academic research
- Full collection and special features are accessible to account holders; a portion of the collection is open to the public
- More than 20,000 unique visits per month, providing access to over 92,000 policy and strategy documents

Homeland Security Affairs Journal - www.hsaj.org

- Online academic journal publishing submissions from national experts
- Articles propose and debate strategies, policies, and organizational arrangements to strengthen homeland security

CHDS EDUCATION PROGRAMS



MASTER OF ARTS PROGRAM

Overview of the Master's Degree Program

Current and/or rapidly advancing homeland security leaders from diverse disciplines, including law enforcement, fire, emergency management and public health, comprise the student body in the CHDS Master's Degree Program. Their demanding jobs prevent most of these professionals from enrolling in traditional in-residence masters degree programs. To accommodate their time constraints, students are required to be in-residence only two weeks each quarter, a total of twelve weeks for the entire 18-month program, allowing students to continue fulfilling their job requirements while gaining valuable expertise which benefits their profession, agency and/or organization. Students complete the remainder of their coursework via network-based learning. They also complete a thesis on an issue facing their city, state or organization. This program has more than 460 alumni and over 150 current participants.

The Master's Degree Program

The Master of Arts program in Homeland Security and Defense at the Naval Postgraduate School was established in 2002, and classes began in January 2003. This rapid development, an anomaly in academe, was possible because of a needs assessment already completed and the willingness of the Naval Postgraduate School, a graduate-only institution with 33 separate Master's programs and 16 doctoral programs, to be adaptive and agile. The need for and original elements of the curriculum were identified in 1999 through a lengthy, objective research process. The process produced the essence of the initial curriculum of that program. Fourteen highly qualified public safety administrators accepted the invitation to be the inaugural class. The curriculum has changed dramatically since the first cohort, and the master's alumni will exceed 460* professionals by year end.

Acceptance to this graduate program involves a competitive process that hinges on the academic credentials of applicants, their criticality to homeland security and their future impact. It should be no surprise that the graduates of this program are and have been essential to homeland security in their communities. What may be surprising is the time and effort these public servants devoted to this program. Most of those accepted already hold graduate degrees; the reason they want to participate is the value of the essential information and capability they gain through this program. Their most important objective, based on pretest data, is the enhancement of the safety and security of their community.

The combined collaborative efforts of the local, state, tribal and federal participants (civilian and military) have influenced the nation's preparedness. Their impact has been evident in the development of the guiding documents and policy statements at the local, state and federal level.

*Figures for Master's and Executive Leaders program represent data through 2011 year's end.

Essence of the Curriculum

The essence of the curriculum is embodied in an element that is overarching – prepare homeland security leaders to operate in an environment of extreme ambiguity. This element has been consistently rated as one of the most important aspects of this graduate program. Other elements that have been at the top or close to the top of the importance of program or course objectives are:

- Communicate appropriately with other agencies and organizations to ensure the sharing of critical information during and following a homeland security threat or incident
- Ability to identify and build strategic relationships within your homeland security organization and across the homeland security community
- Improve efforts for collaboration, information-sharing, threat recognition, and target hardening between various disciplines.

These are the building blocks to improving the capability to work in an ambiguous environment. The learning objectives all emphasize critical thinking around homeland security issues associated with:

- Mapping the environment of homeland security
- Preventing and mitigating threats through information sharing, threat recognition, risk management and intervention
- Preparing for response to threats
- Strategic planning and developing organizational imperatives in homeland security
- Policy analysis and research methods capabilities

The program is developed on the foundation of the upper levels of the "Taxonomy of Learning Objectives in the Cognitive Domain." Taught by internationally renowned faculty and practitioners, all of whom are experts in their field of enquiry, the participant's exposure to instruction and literature, stimulating cross-disciplinary discussions, is unmatched in academe. If the effects of this high-level, graduate seminar environment can be measured through grades, the median grade point average for the last alumni class, across all courses, exceeds 3.8 on the 0.0 to 4.0 scale.

The most important outcome of this graduate program is the development of a cadre of homeland security professionals around the country. The alumni of this program facilitate this organizational learning process and sustainable organizational learning occurs when organizations have sponsored multiple graduates. More than 90 percent of the agencies sponsoring a participant in this program have supported subsequent applicants, though some have not been invited to participate due to the strong competition from other more qualified applicants.

**Table 1 - CHDS Master's National Impact Table:
Federal (Non DHS) Government Officials**

Approximately 30 federal alumni and current participants represent the government

Federal Agencies Represented by Alumni and Current Participants
Federal Bureau of Investigation
U.S. Army North
U.S. Department of Defense
U.S. Department of Energy
U.S. Department of Justice
U.S. Department of Health & Human Services
U.S. Department of Interior
U.S. Department of the Treasury
U.S. Geological Survey
U.S. Government Accountability Office
U.S. National Guard*
U.S. NORTHCOM & NORAD

*Includes National Guard Title 10 and 32

**Table 2 - CHDS Master's National Impact Table:
DHS Government Officials**

More than 100 DHS alumni and current participants represent the agency and its components

DHS and Components Represented by Alumni and Current Participants
Directorate for National Protection & Programs
Cyber Security & Communications (NPPD)
Federal Protective Service (NPPD)
Infrastructure Protection (NPPD)
Directorate for Management
Chief Admin. Services Office (OCAO - MGMT)
Domestic Nuclear Detection Office
Federal Emergency Management Agency
Office of Domestic Preparedness
Office of Grants & Training
Office of the Inspector General
Transportation Security Administration
Federal Air Marshal Service (FAMS - TSA)
U.S. Coast Guard
U.S. Citizenship & Immigration Services
U.S. Customs & Border Protection
U.S. Department of Homeland Security
U.S. Immigration & Customs Enforcement
U.S. Secret Service

Table 2.1 CHDS Master’s National Impact Map: State Government Officials
 Alumni and current participants work in 39 states and one territory.

State Agencies Represented by Alumni and Current Participants			
Agency	State	Agency	State
AL National Guard	Alabama	NE National Guard	Nebraska
AK State Troopers	Alaska	NV Dept. of Public Safety - Highway Patrol Division	Nevada
AZ Dept. of Emergency & Military Affairs	Arizona	NH Dept. of Safety - Homeland Security & Emergency Management	New Hampshire
AZ Air National Guard		NJ Office of the Attorney General	New Jersey
AZ Criminal Justice Commission		NJ Dept. of Environmental Protection	
AZ Governor’s Office of Homeland Security		NJ Office of Homeland Security & Preparedness	
CA State Highway Patrol	California	NJ State Police	New Mexico
CA Military Department		NM Dept. of Homeland Security & Emergency Management	
CA National Guard		NY General Counsel	
CT Dept. of Public Health	Connecticut	NY Air National Guard	New York
DE Division of Public Health	Delaware	NY State Courts	
FL Governor’s Commission on Volunteerism and Service	Florida	NY Division of Homeland Security & Emergency Services: Office of Fire Prevention & Control	
FL Army National Guard		NY State Emergency Management Office	
FL Dept. of Health		NY State Office of Homeland Security	
FL Dept. of Law Enforcement		NC Radiation Protection Section	North Carolina
FL Division of State Fire Marshal	Ohio	OH (northeast) Regional Fusion Center	
FL Dept. of Transportation Motor Carrier Compliance Office		OH Emergency Management Agency	
FL State Highway Patrol		OR Army National Guard	Oregon
GA Dept. of Community Health	Georgia	OR State Public Health	South Carolina
GA Division of Public Health		SC Dept. of Health & Environmental Control	
GA Emergency Management Agency		SC Law Enforcement Division	
ID Bureau of Disaster Services	Idaho	TN UT/ORNL Center for Homeland Security and Counter-proliferation	Tennessee
ID Bureau of Homeland Security		TN Dept. of Health	
IL State Police	Illinois	TX Army National Guard	Texas
IN Dept. of Homeland Security-Indiana Intelligence Fusion Center	Indiana	TX National Guard	
IA Dept. of Public Health	Iowa	TX State Guard - Medical Reserve Corps	
IA Dept. of Public Safety - Division of Intelligence		U.S. Virgin Islands Dept. of Justice	U.S. Virgin Islands
IA Homeland Security & Emergency Management		UT Dept. of Public Safety	Utah
KS Adjutant General’s Department	Kansas	UT Highway Patrol	Vermont
KS Senate		VT National Guard	
ME Central Regional Resource Center	Maine	VA State Police	Virginia
MD Dept. of Health & Mental Hygiene	Maryland	WA Emergency Management Division	Washington
MA State Police	Massachusetts	WA State Conservation Commission	
MA State Police/ Commonwealth Fusion Center		WA State Dept. of Health	
MI Dept. of Military & Veterans Affairs	Michigan	WA State Emergency Management	
MI Dept. of Management & Budget		WA State Military Dept EMD	
MI Dept. of Community Health		WA State Patrol	
MI State Police	Minnesota	WV Dept. of Agriculture	West Virginia
MN Dept. of Health	Missouri	WI Dept. of Justice	Wisconsin
MO Dept. of Health & Senior Services		WI Division of Emergency Management	
MO State Emergency Management Agency		WI Homeland Security - Office of Justice Assistance	
MO State Highway Patrol	Montana	WY Army National Guard	Wyoming
MT Disaster & Emergency Services			

Table 3 – CHDS Master’s National Impact Table: Local Officials

More than 200 local alumni and current participants represent nearly 150 local jurisdictions.

Local Agencies Represented by Alumni & Current Participants						
Akron Police Dept	City of Dallas	Douglas County NE Sheriff's Dept	Long Beach CA Police Dept	Nassau County NY Office of Emergency Mgt	Reno Police Dept	Sunnyvale CA Public Safety
Alameda County Emergency Mgt Services	City Of Delray Beach FL Fire-Rescue	Fire Dept of New York	Los Angeles County Bioterrorism Preparedness Program	Nassau County NY Police Dept	Riverside CA Police Dept	Syracuse Police Dept
Anaheim Memorial Medical Center	City of East Point GA Fire	Fort Worth Fire Dept	Los Angeles County Sheriff's Dept	New Windsor NY Police	Sacramento Metropolitan Fire District	Tampa Fire Rescue
Arlington County Fire Dept	City of Fresno CA	Frederick MD County Sheriff's Office	Los Angeles Fire Dept	New York City Office of Emergency Mgt	Sacramento Police Dept	Greater Cleveland Regional Transit Authority Transit Police
Arlington County Office of Emergency Mgt	City of Mesa AZ	Fremont CA Fire Dept	Los Angeles Police Dept	New York City Police Dept	Saint Paul MN Police Dept	The Univ of Texas Houston Police Dept
Arlington (TX) Police Dept	City of Monterey CA Police Dept	Glendale AZ Fire Dept	Los Angeles Sheriff's Dept	Norwalk OH Police Dept	Salem OR Police Dept	Toledo Fire & Rescue
Austin Fire Dept	City of Orange CA Fire Dept	Greenwood CO Village Police	Love Field Airport	Oak Creek WI Fire Dept	San Diego Police Dept	Tucson Fire Dept
Barren River District Health Dept	City of Pompano Beach FL Fire Rescue	Hillsborough CA County Sheriff's Office	Managing Director's Office/City of Philadelphia	Oak Creek WI Police Dept	San Francisco EMS & Emergency OPs Section	Tulsa Fire Dept
Beckley WV Fire Dept	City of San Diego	Houston Airport System	Manchester NH Fire Dept	Oakland CA Fire Dept	San Francisco Office of ES & HS	Tulsa Police Dept
Boston Emergency Mgt Services (EMS)	City of Seattle Fire Dept	Independence MO Police Dept	Memphis TN Police Dept	Office of the City Administrator DC	San Mateo County Sheriff's Area Office of ES & HS	Unified Fire Authority of Greater Salt Lake
Boston Police Dept	City of Waukesha WI Police Dept	Indianapolis Police Dept	Menlo Park CA Police Dept	Orland IL Fire Protection District	San Mateo Police Dept	Union County Office of Emergency Mgt
Centerville OH Police Dept	Cleveland Division of Police	Inglewood Police Dept	D.C. Metropolitan Water District	Pasadena Police Dept	Scottsdale AZ Fire Dept	Upper Merion PA Fire & Rescue
Central Jackson MO County Fire Protection District	Coastal Health District	Isanti County MN Office of Emergency Mgt	Miami-Dade Fire Rescue Dept	Philadelphia Law Dept	Seattle Fire Dept	Ventura County Sheriff's Dept
Cherry Hill NJ Fire Dept	Columbus OH Division of Fire	Jackson County FL Emergency Mgt	Milwaukee Water Works	Philadelphia Police Dept	Seattle Police Dept	Ventura Police Dept
Chicago Fire Dept	Concord NH Fire Dept	Jacksonville FL Fire & Rescue	Mobile County AL Emergency Mgt Agency	Phoenix Police Dept	Sedgwick KS County Fire Dept	Virginia Beach Police Dept
Chicago Office of Emergency Mgt & Communications	Contra Costa CA Sheriff's Office	Jefferson County TX	Montclair NJ Police Dept	Pierce County Dept of Emergency Mgt	SEPTA PA (AMTRAK) Transit Police	Volusia County Sheriff's Office
Chicago Police Dept	D.C. Metropolitan Police Dept	Kansas City MO Police Dept	Monterey County CA Health Dept	Pinal County Division of Public Health	Setauket NY Fire Dept	Walled Lake MI Fire Dept
Cincinnati Fire Dept	Dallas Fort Worth International Airport	Kern County CA Emergency Medical Services Dept.	Montgomery County MD Fire Rescue Service	Plano Texas	Sioux City IA Police Dept	Warfare Policy Branch DC
City of Aurora CO	D.C. FEMS	Kern County CA Environmental Health	Montgomery County MD Police Dept	Port Authority of New York & New Jersey	St. Clair County MI HS	West Hartford CT Fire Dept
City of Chicago Office of the Corporation Counsel	Delmar Fire Dept	Lake Cumberland KY District Health Dept	Naperville CA Police Dept	Raleigh Police Dept	St. Paul Dept of Fire & Safety Services	
City of Chicago, Dept of Aviation	Denver Police Dept	Las Vegas Metro Police	Nassau County NY Dept of Health	Ramsey County MN EM & HS	Sunnyvale CA Dept of Public Safety	

The majority of participants in this graduate program represent the state and local levels of government. These public safety administrators are dedicated to the safety and security of more than 184 million citizens of their jurisdictions throughout the United States. These citizens are safer as a result of DHS' dedication to this program.

Relevance of the Program to Homeland Security Policy

The first National Strategy for Homeland Security, published December 2001, made clear prevention of threats was the highest priority of the federal enterprise. Prevention has long been the highest priority of public safety agencies such as law enforcement, fire and public health. Prevention and mitigation became the emphasis of the graduate program, not in the sense that participants were educated to employ prevention tactics but to pursue the goals of preventing attacks and reducing vulnerability. In other words, protect the “Whole Community” from emerging, developing and recurring threats, disasters and attacks. The second National Strategy for Homeland Security in 2007, stated clearly “requirements and capabilities within the planning phase of our system also must place particular emphasis on training and education so that homeland security professionals not only acquire the specific functional skills that are needed to successfully execute operational plans but also understand the broader strategic context in which these plans will be executed” (p. 45). That strategy went on to describe homeland security education as an “investment in human capital.”

The current doctrinal document, the National Security Strategy, published in 2010, makes clear that under the “Whole of Government” approach, a key, perhaps the key element, in improving capabilities at all levels of government is “adapting the education and training of national security professionals to equip them to meet modern challenges.”

Relevance of Program to National Initiatives

“Adapting the education and training of national security professionals to equip them to meet modern challenges” is what this program has done since 2003, and continues to do through an adaptive education program addressing the most critical elements of homeland security. Each of these elements are measured and reassessed with each cohort and at the end of each program of study to be certain they are the most relevant, most valuable learning objectives for homeland security and public safety leaders. As the importance of objectives changes, the curriculum changes to meet the new, emerging needs. The measurement of knowledge and capability gained through this program shows that, among this already sophisticated group of leaders, the gains were 90.63%, averaged across all alumni since the first cohort. This means that for these 460 alumni, knowledge associated with homeland security issues, strategies and research has almost doubled.

Relevance of the Program to the “Whole Community” of Homeland Security

Since its inception in 2003, this graduate program has invited only the most highly qualified public section safety and security officials to participate. While no discipline-specific admission goals exist, the proportion of accepted participants has been roughly the same proportion of applicants’ disciplines. These participants, and their disciplines, best represent the homeland security community:

- | | |
|---|-------|
| • State and Local Law Enforcement | 25% |
| • U.S. Department of Homeland Security | 18% |
| • State and Local Fire and EMS Service | 16% |
| • State and Local Emergency Management and Homeland Security | 8% |
| • U.S. Department of Defense Military | 9% |
| • State and Local Public Health | 7% |
| • U.S. Department of Justice, Federal Bureau of Investigation | 3.5% |
| • National Guard Officers in Title 32 Status (State) | 2% |
| • Other Disciplines at All Tiers of Government | 11.5% |

IMPACT OF THE CHDS MASTER'S DEGREE PROGRAM

The impact of the CHDS Master's Degree Program is manifested in numerous ways. After nine years, many ideas, collaborative projects and theses have moved from the CHDS classroom to implementation in local, state, tribal and federal organizations and agencies around the country. The Center strives to show the practical application of the innovative ideas resulting from student course work and projects and make them available to benefit the national homeland security community. The theses required to graduate from the Master's Degree Program address issues and concerns of active homeland security professionals. Research in addition to post graduate fellowships, collaborative efforts and projects have affected legislation, created programs, increased readiness and encouraged further collaboration between local, state, tribal, federal and military agencies.

The following articles highlight the accomplishments of just a few of the students who have graduated from the Master's Degree Program.

EDUCATION INTO PRACTICE, RESEARCH TO REAL WORLD



Left to right: Special Agent Jeffrey Jones, Lt. Tracy Frazzano, Cmdr. Cheryl Wade and Lt. Col. Duke Pirak

Student CIP Project Reflected in National Legislation

“As a group, the research presented that we have reduced our level of air protections since 9/11 and haven't taken steps to update our analytics to support what we are protecting and how we are doing it. The overall conclusion that we reached is that our resources are far from optimized.”

Police Lieutenant Tracy Frazzano

Tucked into legislation signed into law earlier this year is a requirement for NORAD to work with the National Guard in evaluating the best use of the nation's air defense to protect people and infrastructure.

That language, which appeared in the 2011 National Defense Authorization Act, stems in part from concerns raised in a report by four students in the Critical Infrastructure Vulnerability Analysis and Protection (CIP) course at the Naval Postgraduate School Center for Homeland Defense and Security. President Barack Obama signed the legislation on January 7, 2011.

As part of a course project, the CHDS student team examined how the Department of Defense assesses risk and decides which assets to protect in the realm of homeland air defense, according to Lt. Col. Duke Pirak of the Oregon Air National Guard.

“We uncovered what we think are some severe flaws in their logic and strategy,” Pirak said.

The study goes to the underlying purpose of the course –

because not everything can be protected all the time, how do agencies determine which assets are most critical and protection-worthy?

The course teaches how to apply modeling to assess vulnerabilities and build protection strategy.

Pirak conducted the study with Lt. Tracy Frazzano of the Montclair (N.J.) Police Department; Jeffrey Jones, Supervisory Special Agent with the Federal Bureau of Investigation; and, Cmdr. Cheryl Wade of the Ventura County (Calif.) Sheriff's Department.

This study found shortcomings in current decision-making regarding which population centers and which nodes of infrastructure, (such as energy or water) to protect.

“As we uncovered how that was done, it was largely an ad-hoc effort,” Pirak said. “Because we have limited resources, it wasn't the most efficient way to cover the most important things.”

The four students applied a CIP modeling method to

analyze the nation's air defense scheme.

Among the study's recommendations:

- Develop comprehensive modeling to determine the most critical cross sector and interdependent nodes in order to develop an optimal allocation strategy.
- Improve communications between the Department of Defense and the Department of Homeland Security to foster collaboration between the two entities.
- Drive strategic planning on this issue through a linked Quadrennial Defense Review and Quadrennial Homeland Security Review.

"The ultimate goal is to remove emotion and politics out of this and come up with something that is informed by science," Pirak said.

The study found that when deciding on equally sized population centers, one may have critical infrastructure nodes that were not being factored in to the decision.

Additionally, the study called for more emphasis on threat assessment to consider events that would be devastating, yet unlikely, compared with more realistic concerns.

"We suggest re-examining the nature of threat; where is it we are really vulnerable?" Pirak noted.

To reach its conclusion, each team member worked on a portion of the analysis.

For example, Frazzano researched petroleum reserves and distribution and their effects on transportation, defense and the economy. She concluded that oil should be viewed in a broader context with other nodes.

"As a group, the research presented that we have reduced our level of air protections since 9/11 and haven't taken steps to update our analytics to support what we are protecting and how we are doing it," she said. "The overall conclusion that we reached is that our resources are far from optimized."

Wade learned about the vulnerability of the nation's power supply as she obtained information on the top 10 power plants in the United States.

"I was surprised to learn that defense air support was out of range for the larger plants and how easy it might be to defeat the operations of a plant by simply taking out a bridge," Wade said. "I also learned how unstable the electric power grid is overall."

Jones studied how critical assets are defined and what value judgments determine what constitutes a key asset.

"This critical infrastructure class project for me was eye-opening because it highlighted just how vulnerable our critical infrastructure is to both man-made and natural disasters," he said.

Applying strictly empirical decision-making may sound logical, but policies can be driven by politics and sentiment. And, decision makers have to be able to defend their plan should an attack occur.

"What you are trying to do is the most responsible thing without politics or emotion," Pirak noted.

Times Square Case Highlights FDNY's Counterterrorism Mission

Something did not look right.

When the New York City Fire Department (FDNY) responded to a reported car fire in Times Square May 1, 2010, firefighters noticed some things seemed a bit askew.

That determination was no accident. Sure, part of it may have been gut intuition. But concluding that the smoke that was emanating from the 1993 Nissan Pathfinder was because of an explosive was the result of FDNY's years-long foray into counterterrorism.

"We were able to communicate a message for change within the department and within the greater intelligence community. Not only does CHDS educate people and influence individual organizations, it also has an influence to improve national policy."



FDNY Assistant Chief Joseph Pfeifer

"The question is how do you come to a conclusion that something doesn't look right," said FDNY Assistant Chief Joseph Pfeifer, who serves as the Chief for Counterterrorism and Emergency Preparedness and is a graduate of CHDS. "The fire department has conducted extensive training of every member. It's the cumulative effect of multiple pieces of information at scene and training on various levels that something didn't look right for these guys."

Pfeifer was the first chief on the scene the morning of the September 11, 2001, attacks on the World Trade Center. The tragedy set him on a new professional path. With the cooperation of the department's commissioner, he founded and now directs the FDNY Center for Terrorism and Disaster Preparedness. The center's worth was proven on that May evening.

As a result of education and training, fire personnel on the scene were suspicious of the vehicle fire and alerted the bomb squad. Using thermal imaging, firefighters determined there was no adequate heat source to cause the white smoke and the area known popularly as "The Crossroads of the World" was evacuated. The city bomb squad later found the Pathfinder contained a homemade explosive device containing M-99 fireworks, three 20-pound propane cylinders, two filled five-gallon gas containers, fertilizer and two clocks.

"That conclusion was the cumulative effect of multiple pieces of information at the scene and training on various levels,"

Pfeifer said. "There is a cumulative effect from pointing out what takes place around the world, exercising response and then being able to make that part of their intuitive memory."

Intelligence and counterterrorism was for years the traditional domain of law enforcement. Establishing a counterterrorism center took vision, persistence and willingness to change the culture of fire safety professionals as well their would-be partners in the security enterprise. The result is a series of firsts for FDNY.

FDNY's counterterrorism efforts had to earn a spot at the table of the city's Joint Terrorism Task Force, Pfeifer noted, by gaining security clearances. The first fire marshal to receive clearance did so in 2002, followed by Pfeifer and several others years later.

Several milestones have followed:

- Pfeifer and staff wrote the FDNY's first Terrorism Preparedness Strategy in 2007.
- The Center for Terrorism and Disaster Preparedness issues a weekly intelligence document called "Watchline" and Pfeifer receives regular briefings from the FBI and the Department of Homeland Security. "My job is to relay the information to nearly 16,000 members of the fire department," Pfeifer said.
- In 2010 the first Marine Operations Strategy was published. FDNY is responsible for protecting 560 miles of waterfront around the city. To support its marine operation and combat potential threats, the department has a fleet of fire boats that were specially engineered to military standards at a cost of \$27 million. The department consulted with experts from the National Council on Radiation Protection and Measurement while developing the specifications.
- The Counterterrorism Center conducts about 40 exercises per year. In conjunction with the National Fire Academy, the exercises are designed in house rather than developed by consultants, resulting in an 85 percent cost reduction for holding the exercises.
- The department is developing an Electronic Command Board that would revolutionize emergency response. The board's hand-held computerized tablets enable incident commanders to see blueprints of buildings, direct assets and communicate easily with other agencies. That command board is being piloted and is scheduled to be deployed in 2012.

The lynchpin of FDNY's counterterrorism efforts, said Pfeifer, is education. The department has partnered with the U.S. Military Academy in a Counterterrorism Leadership Program at West Point's Combating Terrorism Center, where Pfeifer is a senior fellow.

Moreover, from its inception CHDS has enjoyed a long partnership with FDNY. There have been 19 master's degree graduates from the department, four graduates of

the Executive Leaders Program and there are currently four students enrolled in the master's degree program. CHDS alumni Deputy Chief John Esposito, Battalion Chief Neil Hintze, Battalion Chief Robert Ingram and Captain Sean Neman work directly with Pfeifer.

"To do these sophisticated programs we need highly educated and dedicated people," Pfeifer said. "It plays a critical role in developing people who can run these programs."

Pfeifer lived that statement in the years following the 9/11 attacks, having earned his CHDS degree as well as a master's degree in public administration from Harvard University's Kennedy School of Government. He credits CHDS for cultivating a knowledge base to further the fire service's role in homeland security by him and his staff, adding that each successive course has impacted how he does his job.

"We were able to communicate a message for change within the department and within the greater intelligence community," he said. "Not only does CHDS educate people and influence individual organizations, it also has an influence to improve national policy."

Alumnus Combats Somali Radicalization in St. Paul

For Dennis Jensen, combating radicalization among Somali immigrants in St. Paul, Minn., is all about trust.

Jensen, a 2006 graduate of the Naval Postgraduate School Center for Homeland Defense and Security's Master's Program has focused his post-law enforcement career on addressing crime in the poor neighborhoods where Somali refugees live, and making sure the sometimes bleak life in the city's housing project doesn't lead to Islamic radicalization of young people.

The cornerstone of the effort is building trust among Somali immigrants who are distrustful of police.

"Most come here with PTSD (Post-Traumatic Stress Syndrome) from the life they experience in Mogadishu and the refugee camps. They are totally afraid of law enforcement because in their county law enforcement is military."



Dennis Jensen

The original intent of the African Immigrant/Muslim Community Outreach Program (AIMCOP) grant outreach program was to prevent radicalization with collateral goals of reducing crime and improving the people's lot in life in their new country.

The program combines community policing with outreach and activities for the Somali population. The outreach takes on an array of forms: sports in the newly formed Police Athletic League; tutoring and jobs training at the YWCA; women's programs through the St. Paul Intervention Project.

"I think we're on the right track," Jensen said. "The officers have been in the community for more than a year now. We're getting cooperation. The next piece is to knock down violent crimes that occur around the poorer neighborhoods."

Violent crime in the targeted areas has dipped 15 percent. Also, though the FBI began investigating the disappearance of 20 Somali men believed to have traveled to their native country to train with al-Shabaab in 2009, Jensen has no knowledge of any Somali/Muslim person leaving to fight for al-Shabaab since the inception of the current grant beginning in April 2010.

In a testament to its worth, the program has received two rounds of grant funding and has long drawn the support of federal agencies such as the FBI and the Department of Homeland Security. DHS has shown interest in exporting the program to other communities.

"We've been focused on outreach and we have nearly a year to go with the current grant," Jensen said. "We are now going to incorporate enforcement in addition to outreach in the cluster housing."

Certainly, law enforcement drives the program. Jensen meets weekly with FBI representatives to discuss intelligence and the FBI also provides counterterrorism training for about 35 law enforcement officers with the St. Paul Police Department and the Ramsey County Sheriff's Department who are associated with the project. Those sessions not only include strategy and tactics but cultural training as well.

The outreach and activities offered through the program are a critical component. Somali immigrants living in the Twin Cities have survived the travails of their war-torn nation and life in Kenyan refugee camps. In their native country, police are often brutal and repressive, so gaining trust is challenging.

To engender trust the project works with the Muslim American Society (MAS) to provide translation and other services for community meetings.

"We've been partnering with MAS for a number of years and through two grants. They are almost instant credibility in the community, especially among the elders," Jensen noted.

And the athletic activities are appealing to the younger Somalis. There were about 100 participants in the Police Activities League when it began; there are now about 350. The activities include everything from soccer and basketball to a young girls support group.

The YWCA also offers an array of activities such as jobs training and classes on how to get into college. Currently,

there is more emphasis on the jobs program, and in the future the program would like to secure moneys to secure part-time summer jobs.

"We do tweak the program as we're going," Jensen said.

The outreach effort he has shepherded received a financial boost in October 2009 with a \$670,000 grant from the Office of Justice Programs to continue law enforcement outreach to the Somali/Muslim community. The same outreach program received a \$250,000 state grant in 2005 to target crime and gang activity in the Somali community. The grant funding received in 2005 and 2009 is the result of the work product of the St. Paul Police Department's Research, Grants, and Finance Director Amelia Brown. Brown successfully incorporated the body of work performed since 2005 by the Saint Paul Police Department resulting in the two grant awards that allowed this outreach to succeed. The 2009 grant award brings the outreach program to a higher level of involvement with the Somali/Muslim community.

Jensen credits his CHDS education with fostering critical thinking skills that are useful in approaching his role and for altering some of his perceptions.

"I did come back a more caring individual. It really changed the way I thought about things," Jensen said. "Before I went to CHDS, I was using about \$20,000 for outreach. None of this would have come to the level it is without CHDS."

Heck Oversees Counterterrorism Cases in New Role

For the majority of her 22-year career with the Federal Bureau of Investigation (FBI), Brenda Heck was an investigator in New York City where she probed everything from drugs to crimes against children.

Her new job - as Deputy Assistant Director (DAD) of Counterterrorism Operations - doesn't involve pounding the pavement in the Big Apple, but tackling even bigger targets.

DAD Heck, a December 2009 graduate of the Center for Homeland Defense and Security, took on her role in April, overseeing domestic and international counter-terrorism investigations. "My mission is to detect, disrupt and deter terrorism," she said by phone. "I'm in charge of the operational direction of our investigations."

At any given time the branch has thousands of investigations open. However, more and more investigations involve receiving a lead that requires the flexibility to devote immediate attention to a breaking matter - no matter when or where the information comes.

"Many of the priority issues we address are driven by intelligence that comes from overseas," she said. "They typically come screaming at us and we run with it."

The job involves overseeing hundreds of agents and analysts, collaborating with other U.S. intelligence

community and law enforcement partners, and interacting with foreign partners.

Also, the job requires teaming with other agencies that are working on counterterrorism cases. A CHDS education has been helpful in helping her to step outside her agency's role and look at the big counterterrorism picture, Heck said.

"I do a lot of collaboration to encourage coordination across the security enterprise," she added. Fourteen years working the streets of New York honed her skills in interviews, arrests and building a case to take to trial giving her the experience and perspective she needs to manage the FBI's complex counterterrorism mission. Moreover, DAD Heck sites her CHDS education as reinforcing and enhancing those skills.

"It reinforced in me the need to keep asking why," Heck said. "When I got back to my real world, it became clear that some meetings called to address a problem tended to focus on fixing only the symptoms of the problem rather than the true cause. School taught me to keep asking why."



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"I no longer think just in terms of the FBI. My focus now is national security."

DAD Brenda Heck

After so many years working in the FBI, study at CHDS helped her break out of what was becoming somewhat insular thinking.

"I no longer think just in terms of the FBI. My focus now is national security," she noted. Prior to this assignment, DAD Heck was the Section Chief of the division's International Operations Section I (ITOS I) where she directed counterterrorism investigations within the United States. Her new job encompasses oversight of ITOS I as well as ITOS II, which conducts terrorism investigations overseas.

"Counterterrorism Division runs at a different speed," Heck noted. "There really isn't a day off. It becomes your new 'normal,' you get used to it."

Although the intelligence can come in rapidly, the FBI's counterterrorism collection efforts can make the results more of a long-term rather than immediate prospect as was the case in criminal investigations.

"Intelligence collection can move at a slower pace at times. You're collecting information to build knowledge, not necessarily to build a case," Heck said.

In addition to her investigative role, DAD Heck also routinely treks to Capitol Hill to brief Senate and House oversight committees on priority threats.

"I meet with them often to inform them about our strategy on our top threats," she said. She also works closely with law enforcement and intelligence agencies from the United Kingdom, Australia, France and Canada.

When interviewed in April, she had just returned from meetings in London. "We have so much interaction with them; I'm really enjoying the international piece of the job," she said.

Guidetti Takes Fusion Center Expertise to DHS

Lt. Ray Guidetti has been at the forefront of intelligence led policing while working with the New Jersey State Police and as a former student at the Naval Postgraduate School Center for Homeland Defense and Security.

During the coming year, he will lend that expertise to the federal government as a fellow with the Department of Homeland Security's Intelligence and Analysis division.

Guidetti began his one-year stint in Washington, D.C., in September 2010.

As a fellow, he will work with DHS and FBI officials as part of an Inter-Agency Policy Team drafting guidelines on best practices for fusion centers.

"My role is ensuring that state and local positions are understood when the federal government is drafting policy involving fusion centers," Guidetti said.

These policies will guide a national network of fusion centers and the interaction between the federal government and the 72 such centers operating across the United States. The goal is to develop best practices and ensure they are implemented and sustained, he added.

Issues at the forefront of his assignment will include analytical capabilities, resources available to fusion centers and how to sustain these operations once they are established. DHS and the FBI want to ensure that state and local fusion centers can share information in a consistent format as well as have the ability to properly analyze and aggregate intelligence they gather and share with federal partners.

And, while sustaining these fusion center operations has always been a goal, the down economic times now impacting state and local budgets have heightened that concern.

"The policy work at DHS in conjunction with FBI is squarely addressing those issues," Guidetti said.

These are the same issues discussed at the DHS-funded Fusion Center Leaders Program at CHDS, Guidetti noted.

Guidetti joined the New Jersey State Police in 1993 and worked a string of assignments with the department. His career path took a turn following the Sept. 11 attacks when he was assigned to a Joint Terrorism Task Force. That, in turn, motivated him to further his academic study in homeland security.

Guidetti, a 2006 CHDS graduate, wrote his thesis on "Policing the Homeland: Choosing the Intelligent Option."

With master's degree in hand, he helped craft the protocols for the New Jersey's Regional Operations Intelligence Center, also known as the ROIC (pronounced ROCK), where he serves as Intelligence Manager of the Analysis Element of New Jersey's Regional Operations Intelligence Center, also known as the ROIC.

He credits his CHDS education as a boost to his career trajectory with the New Jersey State Police, and with his current fellowship. As well as nurturing critical and strategic thinking skills, CHDS coursework offered the opportunity to work with professionals from varied disciplines, a useful skill when working at a fusion center.

"I feel like I have achieved what the program ambitions are in terms of molding operators into strategic thinkers," he said. "There's not much at work I touch that does not have some kind of connection to the education, experience and relationships I formed at CHDS. I find myself advancing many of the concepts and ideas from the program."

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NJ State Police Lt. Ray Guidetti

he said. "There's not much at work I touch that does not have some kind of connection to the education, experience and relationships I formed at CHDS. I find myself advancing many of the concepts and ideas from the program."

Sahli's DNA Vision Comes to Fruition

Almost 18 months after penning a thesis on the potential worth of portable DNA testing in determining some forms of immigration status, Evelyn Sahli will see her vision become a reality.

Sahli, a 2009 graduate of the Naval Postgraduate School Center for Homeland Defense and Security, researched the prospect of portable DNA testing in both her thesis and in a Technology for Homeland Security course paper.

The Department of Homeland Security said in February 2011 that it will launch a pilot program to begin this summer that will use portable hand-held DNA devices to verify genealogical kinship among immigrants seeking asylum or refugee status.

During her career, Sahli has traveled to Africa, the Middle East and Asia on missions to verify the status of refugees and asylum seekers as well their families. The traditional tools have been fingerprints and birth certificates, documents that may be suspect in some locales.

"DNA is immensely valuable to the homeland security enterprise," Sahli said. "It has proven value in establishing biological relationships and detecting and deterring crime. It is a perfect tool for combating immigration fraud and preventing trafficking in humans, especially children. DNA technology can help to detect criminals and terrorists, facilitate inter-agency information sharing, improve customer service, and save resources."

Beyond immigration matters, Sahli sees potential for the device to address criminal and homeland security challenges, especially the rising problem of human trafficking, something she grew increasingly concerned about when reviewing cases in which paternity was not clear.

"It seemed like so many times we were sitting with 13-year-old girls in front of us whose father has petitioned for them to come to the United States," she said. "They don't know the father. The father doesn't seem to know anything about them. I couldn't help but think it was sex trafficking."

With the portable device developed by NetBio of Boston, a DNA sample can be processed in less than one hour, compared with days or weeks when processed by a laboratory, according to the company's website. No trained technician is needed and the sample comes from a swab of the inner cheek.

Sahli became interested in this type of DNA technology about 10 years ago because of a murder case involving a college student in the Portland area. No fingerprints were left at the crime scene, but extensive DNA testing finally led to a Turkish man. He had married an American student and sought permanent residence in the United States. If not for the DNA testing in connection with the criminal investigation

he could have possibly completed the residency process, Sahli recalled.

"This was something that I had seen a clear need for over the years, and jumped at the chance to play a role," she said.

"At the same time that I moved from the Refugee Affairs Division to Domestic Operations, I was accepted into the CHDS Masters degree program. This meant that I was able to tie all of these issues together, merging real-life with academics."



USCIS' Evelyn Sahli

DHS officials enlisted Sahli's expertise on the topic beginning in 2008, when she was Chief of Policy and Regulation Management for Domestic Operations at USCIS Headquarters in Washington, D.C. She provided input to DHS' Science and Technology division on what USCIS needed from a potential portable screener. That coincided with her acceptance into the CHDS Master's Degree program.

"At the same time that I moved from the Refugee Affairs Division to Domestic Operations, I was accepted into the CHDS Masters degree program," she said. "This meant that I was able to tie all of these issues together, merging real-life with academics."

Public Health Part of Homeland Security Threat Assessment

Beverly Pritchett calls for applying the same type of threat assessments that are used in the police and terrorism world to public health concerns.

Her course paper in Technology for Homeland Security was titled "The Technology of a Health Threat Assessment." The concept would bring together agencies to incorporate health threat intelligence at fusion centers that track and analyze potential terrorist and criminal activity or trends.

"A Health Threat Assessment is a tool for prevention of disease and injury through the recognition of sentinel or patterns within data that provide indications of impending harm," wrote Pritchett, who is Senior Deputy Director, Health Emergency Preparedness and Response Administration at the Washington, D.C., Department of Health. "It can assist in developing policy and response plans." Pritchett expanded on her course paper in her thesis, titled "Qualia: A Prescription for Developing a Quality Health Threat Assessment."

In her course paper, Pritchett states that fusion centers should incorporate public health analyses in their assessments.

She notes that the Defense Department uses such a process, but it has not been a standard practice among public health agencies. The paper points out that a of myriad agencies collect health information in the Washington, D.C., area, then the paper goes on to describe methods that could be used to consolidate, store, share and disseminate potential health threats.

The paper sets forth, with use of flowcharts, how such an approach would work and offers supporting literature on knowledge management organization. It also examines some of the technological methods that may be used to collect and distribute information, such as data mining and social networking.

Pritchett believes a combination of such approaches would be ideal.

"I think the interesting thing is that when we share information and ideas across disciplines we tend to come up with a different picture," she said. "We look at same thing - where the 180 buses will be parked - but we all look at it with a different lens on the threat that it might pose."

DC Dept of Health Senior Deputy Director Beverly Pritchett

Pritchett continued with the same theme in writing her thesis. While the technology course paper centered on how to gather and store information with the available technology, the thesis progressed to addressing how to analyze and assess that data by pulling together representatives from disciplines outside public health, such as law enforcement or fire safety.

"Pulling those ideas together gives you a different picture of each piece of information that comes in," Pritchett noted. "A fire professional has a different perspective on a piece of data compared with law enforcement or public health."

The Washington, D.C., Health Department is teaming with the Department of Homeland Security in crafting a public health intelligence bulletin that communicates local information that may be relevant in other regions.

A current example is the salmonella outbreak. Information on the outbreak from Maryland, for example, may be beneficial to public health practitioners in New Jersey.

On another front, public health professionals are working with other District agencies in developing Priority Information Needs, or PINs for special events that occur throughout the tourist season in DC. These PINs provide both intelligence analysts and operations personnel with cues for events that may indicate a situation that could develop into a public health threat during the special event. "I think the interesting thing is that when we share information and ideas across

disciplines we tend to come up with a different picture," she said. "We look at same thing - where the 180 buses will be parked - but we all look at it with a different lens on the threat that it might pose."

Utah, Feds Capitalize on Modern Fingerprint Technology

Assistant Special Agent Jonathan Lines wrote that while limited, the importance of embracing technology is critical. In his agency's case, that technology involved sharing fingerprint data. He also noted the consequences of failing to integrate systems and failure to blend technology with human experience when it came to using fingerprint data to detect criminals.

His paper, titled "Deadly Consequences in Delaying IAFIS (Automated Biometric Information System) and IDENT (Integrated Automatic Fingerprint Identification System Integration)" traced the efforts of the Federal Bureau of Investigation and what was known as the Immigration Naturalization Service (INS; the agency has since been absorbed into the Department of Homeland Security and has been renamed Immigration and Customs Enforcement) in blending their automated fingerprint identification systems, an effort that dates back almost 20 years. Lines is the Assistant Special Agent in Charge in Utah with Immigration and Customs Enforcement (ICE). His work has had a noticeable impact in the state.

"This collaborative use of technology truly helps secure our communities."

ICE Asst Special Agent in Charge Jonathan Lines

Lines' course paper traces the history of fingerprint use, the value to fingerprints in identification as well as the legal basis for using fingerprints. He goes on to analyze a 1989 effort by INS to implement an automated biometric system and the FBI's move towards modernizing its fingerprinting program. INS' plan led to the development of the Automated Biometric Information System (IDENT) while the FBI developed its own system, the Integrated Automatic Fingerprint Identification System (IAFIS). Because those systems had different requirements in the fingerprinting process, however, the two systems were not blended until tragedy struck.

Lines uses a couple of cases as examples to show why an updated system was needed. One of those cases was the tale of an illegal immigrant who, despite several encounters with the legal system, was able to slip in and out of the country undetected while committing a string of murders in Texas in 1999. Subsequent efforts to integrate the INS and FBI systems were accelerated in response to that case, with additional resources added for integration efforts in the aftermath of the Sept. 11 attacks. ICE eventually integrated use of IAFIS and IDENT and has trained its personnel on it use. Its nationwide deployment is now an agency priority.

Lines' research reinforced his belief that federal agencies and local law enforcement needed to partner to share information and use technology to better identify illegal immigrants who posed a current or future criminal threat. Transnational threats to our nation's communities are becoming more commonplace and the need for such technology to identify these threats is a must for local, state and federal agencies alike.

Lines said local and state police agencies are becoming ever-more interested in enhancing their abilities to identify foreign nationals. In March 2010, three Utah counties became the first jurisdictions in the state to benefit from an initiative called "Secure Communities". Spearheaded by U.S. Immigration and Customs Enforcement (ICE), the modernized process was used to accurately identify criminal aliens arrested in the community.

In its first full week in operation, the Secure Communities program in Salt Lake County is credited with detecting more than 30 aliens in local custody who had been charged with or convicted of crimes. Of those, four were foreign nationals whose criminal records included arrests or convictions for the most serious types of crimes, Level 1 offenses, including forcible sexual abuse, sexual assault of a minor and aggravated assault. Without this technology many of these illegal aliens would have been released back into the community as the reason for their initial detention may not have warranted ICE attention. The Secure Communities initiative is expected to be deployed to three additional Utah jurisdictions - Cache, Weber and Box Elder counties - in the spring of 2010. Across the country, Secure Communities is now being used by 135 jurisdictions in 17 states. ICE expects Secure Communities to have a presence in every state, with nationwide coverage anticipated by 2013. The cornerstone of Secure Communities is the activation of new information-sharing capabilities developed by the Department of Homeland Security (DHS) and the Department of Justice (DOJ) that automatically alert local law enforcement and ICE when potentially deportable criminal aliens come into local custody. Prior to the activation of the Secure Communities information-sharing capability, local arrestees' fingerprints were taken and checked for criminal history information against the DOJ biometric system maintained by the FBI; there was no interfacing with DHS indices. Under the Secure Communities strategy, that fingerprint information is now simultaneously checked against the biometrics-based immigration records maintained by DHS. If an alien has ever been encountered by ICE at a port of entry or anywhere else in the nation, the arresting agency receives an immediate response, and ICE is alerted. Prior to the use of this technology, law enforcement officials contacted ICE based on a detainee's claim to foreign nationality. Many of these criminal aliens would claim to be U.S. citizens; therefore ICE was never notified of the person's arrest. Now, regardless of what the apprehended suspect tells the original arresting agency, if the subject's fingerprints match those in the DHS' biometric system, an automated process notifies ICE. The agency detaining the suspect can then take appropriate action to ensure criminal aliens

are not released back into communities. Top priority is given to individuals who pose the greatest threat to public safety, such as those with prior convictions for major drug offenses, murder, rape, robbery, and kidnapping.

"This collaborative use of technology truly helps secure our communities," Lines said.

Kansas State Senator Emler Pushes for Creative Security Funding

Rural areas such as Kansas will need to find innovative ways to fund homeland security efforts as federal resources continue to shrink for less populated areas. That is the message that Kansas state Sen. Jay Emler is spreading, after earning his master's degree at the Center for Homeland Defense and Security in 2008. Emler delivered a presentation, along with Kansas state Rep. Lee Tafanelli, on homeland security funding at the first Kansas Homeland Security Summit in December. The presentation, titled "How to Fund a Kansas Homeland Security Program in Light of Diminished Federal Funding," mirrored his master's degree thesis but was tailored to his home state audience.

"He didn't focus on just one discipline," said David Matthew, another CHDS graduate who is Division Chief at the Sedgwick County (Kan.) Fire Department. "He really talked globally about if you're going to fund those initiatives you have to come up with the money from somewhere."

The bottom line is that creative funding mechanisms are likely needed to pay for security efforts as federal dollars decrease and the money that is available bypasses less-populated locales for metropolitan areas.

"The whole idea is that we have to be innovative," Emler said during a phone interview. "In rural states like Kansas, we're not going to see funding like we did in 2002 and 2003."

That challenge has been heightened during the past couple of years by a recession that has eroded government coffers around the country - namely revenues in the forms of property, sales and income taxes. Meanwhile, expenses such as health care are taking an ever bigger bite out of state budgets.

"The only real dollars we can show in Kansas (for homeland security) are as a result of disasters," Emler said. "You carry those on your books and it shows as homeland security. In reality, it's going toward disaster instead of preparation for homeland security."

He points to a string of conventional funding methods as possibilities - such as asset forfeiture, sales taxes, congestion fees and multi-year budgeting with the addition of a "rainy day" fund. (A bill calling for constitutional changes to bolster the state's rainy day fund was introduced this week in the Kansas Legislature.)

While conventional, those options are not without hurdles. Emler, in his thesis and his December presentation, calls for "thinking outside the box" to fund security preparation with more novel methods. For example, he touts forming public-private partnerships with businesses.



KS State Sen. Jay Emler

Emler said the critical thinking skills taught at CHDS have been invaluable in how he examines security matters and issues in general. The concepts of shifting from "silo" organization and fostering collaborations among agencies working in the homeland security field - both hallmarks of a CHDS education - could prove useful during the coming legislative session.

Examples of these partnerships include InfraGuard, a program of the Federal Bureau of Investigation that partners with business, law enforcement, and academia to exchange information on threats. This helps business and academia to protect assets while enabling the federal government to prevent terrorism. Other examples Emler cites as potential partners are retail giants such as Wal-Mart and Home Depot who monitor weather patterns and have expertise in communications and staging supply routes in times of disaster.

A second "outside the box" approach would be an investment program, similar to those that some state governments use to entice and spark growth of certain industries. "That's the kind of thing we need to look at," Emler said. "How can we partner with private industry folks to get the job done? We sure don't have the dollars."

With states like Kansas facing budget shortfalls, Emler concedes that the current political climate may not be the optimal time to push new, creative finance mechanisms. However, as the Kansas Legislature begins a new session, Emler said he will look for a way to promote better homeland security practices in the state that are budget-friendly. Emler said the critical thinking skills taught at CHDS have been invaluable in how he examines security matters and issues in general. The concepts of shifting from "silo" organization and fostering collaborations among agencies working in the homeland security field - both hallmarks of a CHDS education - could prove useful during the coming legislative session.

One possibility Emler cites is shifting highway patrol personnel who are devoted to homeland security into the state's adjutant general's office - consolidating security efforts and costs.

"Those are the things we have been trying to do, streamlining areas where we work on homeland security," Emler said.

Equally important, Emler said the gravity of homeland

security in the heartland needs to be impressed on some of his legislative colleagues. Urban areas with major landmarks are aware of their attraction as a threat, but rural areas need to be on the ready as well.

"Will the next catastrophic event be in Kansas?" Emler posited. "If I were a terrorist, it would be in Kansas because when you hit somebody in the breadbasket, it really scares them."

He has been thinking in those terms ever since being appointed in 2004 to chair the state's Joint Committee on Security prompted him to bone up on security issues. That, in turn, eventually led him to enroll at CHDS.

Matthew said that has paid off, as Kansas has the rare lawmaker who has an advanced homeland security education.

"It serves the state of Kansas well to have the future of its homeland security efforts being influenced by knowledgeable leaders such as Jay," Matthew said.

Emler's homeland security education came more than 20 years after he earned his law degree at the University of Denver.

"I think this (CHDS) was every bit as arduous as law school, especially practicing and being a legislator at the same time," he said.

Perhaps the most important value of this CHDS education, he said, that he learned the value of examining issues and events in varied ways.

"We look at things the same way every day, that's our problem," Emler said. "We need to look at things differently."

Choosing IED Detection Method Calls for Objectivity

U.S. Coast Guard Cmdr. Rob McLellan wrote his paper in the Technology for Homeland Security course on the array of technologies available to ferry operators in detecting Improvised Explosive Devices (IED). That variety can make choosing a detection method a daunting challenge.

"By identifying the common characteristics of modern commercial ferry operations and contrasting them with the operational capabilities of existing explosive detection technologies, the most suitable explosive detection technologies can be identified for use in screening passengers and vehicles for IEDs prior to embarkation onto commercial ferries," McLellan wrote.

McLellan hopes that his research will result in future security enhancements that will not only improve ferry security but also benefit other modes of mass transit security such as passenger rail or busses.

The primary purpose of McLellan's technology course

project was to research and evaluate existing bulk and trace explosive detection technologies available to commercial ferry operators for screening passengers and vehicles for explosives prior to embarkation. One of the greatest threats to commercial passenger ferries is the introduction of an Improvised Explosive Device (IED) by a passenger



U.S. Coast Guard Cmdr. Rob McLellan

or IED carried in a vehicle (VBIED). Physically searching all passengers, baggage, and vehicles for IEDs would require a significant workforce and result in unbearable delays to ferry operations. Consequently, ferry operators must rely on existing explosive technologies to screen passengers and/or vehicles for explosive materials. There is a diverse variety of trace and bulk explosive detection systems available on the open market which makes it difficult for ferry operators to select the most appropriate explosive detection

technology to meet the unique characteristics of their ferry operation. By identifying the common characteristics of modern commercial ferry operations and contrasting them with the operational capabilities of existing explosive detection technologies, the most suitable explosive detection technologies can be identified for use in screening passengers and vehicles for IEDs prior to embarkation onto commercial ferries.

McLellan's thesis focused on tailoring screening technology to prevent or deter terrorists from attacking commercial ferries with IEDs. Research gathered from his technology course project provided the foundation for his thesis by revealing the specific operational characteristics and limitations of various explosive detection technologies as well as the potential applicability of the technologies evaluated to screening passengers and/or vehicles at commercial ferry terminals. In order to validate and amplify the findings and conclusions identified during his course project, McLellan interviewed several ferry operators and explosive detection technology manufacturers. Their input provided clarity to current passenger/vehicle screening operations as well as the actual operational characteristics of current explosive detection technologies. By analyzing the interview data as well as the information obtained from the technology course project, numerous findings were identified to enhance passenger/vehicle screening processes at commercial ferry terminals. These findings resulted in the development of several recommendations to improve ferry security.

McLellan hopes that his research will result in future security enhancements that will not only improve ferry security but also benefit other modes of mass transit security such as passenger rail or busses. The goal of his research was to reduce the impact of federal security mandates on ferry operators while improving the security of ferry operations

throughout the United States by incorporating value innovation into the security policy development process. Most ferry operators throughout the United States, as with most mass transportation operations, have severe budget constraints that must be considered prior to the imposition of security requirements. Developing cost effective security policies and systems coupled with additional federal grant programs for commercial ferry operators are essential to improving ferry security and deterring terrorists from targeting ferries.

Drug Cartel Research Exemplifies Collaborative Power of Alumni

As Bentley Nettles began researching the Sinaloa Drug Cartel he ran into roadblocks in mining the needed information.

Fortunately for Nettles, he was able to tap into the expertise network that comes with being an alumnus of the Naval Postgraduate School Center for Homeland Defense and Security by enlisting former classmates Anthony Cox and David Gomez for assistance.

The result is Nettles' written analysis of the Sinaloa Cartel that applies a military planning approach known as "Concept to Task Tool" in a novel way and an effort that highlights the collaborative brain trust of CHDS alumni.

Nettles, a colonel with the Texas National Guard, is currently a fellow at Tufts University's Fletcher School of Law and Diplomacy. In seeking some of the information needed for the paper, he reached out to Gomez, who is the FBI assistant agent in charge in Seattle, and Cox, who is all hazards assessment officer in Arizona.

"The ability to collaborate with other NPS graduates and other homeland security professionals made it a better paper than it would have been otherwise," Nettles said.

Cox provided assistance as a research assistant and looked into operations, trafficking and violent incidents by the cartel. He credited his CHDS background for the success of the collaboration.

"Without the CHDS experience, I don't believe that a military officer, a senior federal law enforcement agency and a state hazard analyst would ever come together to work on a project that kicks the can forward in addressing Southwest border security and the threat from Mexican drug trafficking organization."

Officer Anthony Cox

The paper was an exercise in applying what is known as the Concept to Task Tool, or CTT. The CTT is typically used by military planners to provide an independent review of a plan or order by others within the organization, also known as a "blue team," Nettles noted. Much of the paper explains

the process and informational requirements for utilizing this planning tool.

In this case, he applied the tool to an enemy plan -- the Sinaloa Cartel -- to identify its mission and necessary components for the cartel to do its work. Such information can help decision-makers better combat the cartel.

"The cartel is a criminal enterprise. Those organizations have certain dependencies they rely upon which makes them potentially vulnerable to us impacting those operations," Nettles said.

Dependencies identified in the paper include weapons, the need for smuggling routes, product supply, transport capability, business capacity, intelligence, and, identified as the biggest dependency, communications.

Another area of operational necessity for the cartel is a local work force. Historical ties and a lack of economic opportunity lure locals to work for the well-paying cartels. Job creation would go a long way to hindering the cartel's operations.

"That is something that, if we were assisting the Mexican government, should be the focus of our efforts," Nettles observed. "I think offering education and jobs other than working for the cartel could be a target of opportunity."

The paper fulfills service school requirements for Nettles that allow personnel to progress in rank. Nettles is currently the general counsel for the Texas National Guard.

Nettles hopes the paper will spur more research about the potential of using the CTT in a different way.

"My goal is get it into academia where people may make suggestion on how to use this tool more effectively," Nettles said. "Using skill sets from one discipline and applying it to another, sometimes you can make dramatic breakthroughs."



Top to bottom: Colonel Bentley Nettles, Officer Anthony Cox and Agent David Gomez

DISTINGUISHED ALUMNI FELLOWSHIPS

The goal of the Distinguished Alumni Fellowships is to enable participants to share their local expertise while in turn gaining insight into the workings of the upper echelon of the Federal Emergency Management Agency (FEMA).

Eleven alumni have been awarded the annual fellowships since the program's inception in 2005. Fellows work on a range of projects. In recent years, some fellows have worked on a signature, "capstone" project that have in some cases been adopted by the alumnus' home agency or by FEMA.



CHDS Distinguished Fellows*

2005-2006

Vincent Doherty, Captain, New York City Fire Department, New York, NY

2006-2007

Jay Hagen, Captain, Seattle Fire Department, Seattle, WA

2007-2008

Charles Eaneff, Deputy Chief, Sunnyvale Department of Public Safety, Sunnyvale, Calif.

Deidre "Dee" Walker, Assistant Chief, Montgomery County Police Department, Montgomery County, MD

2008-2009

John Paczkowski, Director, Emergency Management and Security, Port Authority of New York/New Jersey, New York, NY

Lai Sun Yee, Assistant Deputy Secretary for Homeland Security, Executive Chamber, State of New York, Albany, NY

2009-2010

Pam Broughton, Program Coordinator, Hamilton County EMA and Homeland Security, Cincinnati, Ohio

Donna Cayson, Sergeant, Sierra Madre Police Department, Sierra Madre, Calif.

Alicia Welch, Fire Captain, Los Angeles Fire Department (LAFD), Los Angeles, Calif.

2010-2011

Sara Kay Fisher, Emergency Response and Security Manager, California Administrative Office of the Courts, San Francisco, Calif.

Laurie J. Van Leuven, Emergency Management, Strategic Advisor, Seattle Public Utilities, Seattle, WA

*Job titles reflect employment and positions at time of DHS Fellowship

NATIONAL LEVEL IMPACT OF ALUMNI FELLOWSHIPS ACROSS DISCIPLINES

Charles Eaneff, Deputy Chief, Sunnyvale Department of Public Safety, Sunnyvale, Calif.
Law Enforcement



Eaneff's fellowship is directly linked to FEMA establishing its first law enforcement arm. Eaneff assisted the FEMA Office of the Administrator to establish a Senior Law Enforcement Advisor capability within the Office. He wrote a report to Congress for FEMA on "The Efficacy and Feasibility of Establishing Specialized Law Enforcement Deployment Teams (LEDT) to Assist State, Local, and Tribal Governments in Responding to Natural Disasters, Acts of Terrorism, or Other Man-Made Disasters" and assisted in establishing ongoing liaison between major national and international law enforcement associations and FEMA. Further, he advised the Office of the Administrator on law enforcement related issues during major disasters including hurricanes Ike and Gustav.

Alicia Welch, Fire Captain, Los Angeles Fire Department (LAFD), Los Angeles, Calif.
First Responder Preparedness



Welch authored a FEMA-supported pilot project to improve first responder family emergency preparedness so that professional responders are physically and mentally capable of coming to work and focusing on the job following a large-scale disaster. Welch and FEMA established a multi-layered program in the city of Los Angeles to bolster workplace and household readiness for emergency responders. The first phase focused on the individual emergency responders by encouraging them to craft a home preparedness plan with their families. The second phase is targeted to the emergency response agencies and pre-planning to feed and shelter employees during long-term disaster operations.

Donna Cayson, Sergeant, Sierra Madre Police Department, Sierra Madre, Calif.
Citizen Engagement



Cayson enlisted community and faith-based organizations along with local government and first responders in Sierra Madre to help spur disaster preparedness in Southern California which is prone to wildfires, earthquakes and mudslides. Cayson's Sierra Madre Individual Preparedness Project involved a pre-survey to gauge residents' preparedness levels, then a five-month preparedness education campaign conducted by an array of community groups to encourage readiness, followed by a post-survey to measure the effectiveness of that drive. A highlight of the project was the Sierra Madre Family Preparedness Festival that drew more than 300 people. The ultimate result of Cayson's fellowship work is a template and toolkit that is being developed in conjunction with FEMA which communities around the nation could use if they wish to duplicate Cayson's project work to bolster individual and family readiness.

Laurie J. Van Leuven, Emergency Management/Strategic Advisor, Seattle Public Utilities, Seattle, WA
Emergency Management



Van Leuven is developing a multi-media web page that would be a one-stop informational site for decision-makers and the public alike during catastrophic incidents. Her concept of a disaster forum would aggregate information coming from disparate agencies and levels of government while enlisting the public with and without smart phones to report dire situations on the ground. She likens her concept to the National Incident Management System (NIMS) that was crafted in the wake of the 9/11 attacks to standardized disaster response. Van Leuven's vision would create a National Emergency Information System that combines the public's adoption of existing social media sites with local governments' need to engage, alert and notify those who may be impacted. This concept is in line with FEMA's recent shift to the "Whole Community" approach to disaster management, recognizing members of a community as resources rather than liabilities and it empowers all segments of the population to prepare and respond during a disaster, enabling emergency responders to focus their efforts on more vulnerable populations.

Select Theses and Research

A complete record of all graduate theses can be accessed at <https://www.chds.us/?research/pubs>.

A New Intelligence Reality

An intelligence tool known as the “fusion center” gained popularity in the wake of the 9/11 attacks. These fusion centers enable state and local law enforcement to partner with federal counterparts and are designed to analyze and share information among agencies. A series of theses at CHDS shows the progression of research and development of these centers. A student from New Jersey ultimately implemented the combined research. His thesis, which is considered seminal to this topic, was the blueprint for the first regional fusion center in NJ, the Regional Operations and Intelligence Center (ROIC).

Thesis: Policing the Homeland: Choosing the Intelligent Option

Author: Ray Guidetti, Fellow, DHS Intelligence & Analysis

Relevance: This thesis directly resulted in construction of a \$26 million facility in New Jersey known as the Regional Operations Intelligence Center (ROIC, pronounced "Rock").

Abstract: Shortly after September 11, 2001, our nation's law enforcement community found itself ill prepared to handle the range of responsibilities required in a nation under the threat of terrorism. Police organizations hastily assigned resources to help mitigate areas hit hard by the attack while dispersing investigative capital to prevent future strikes. A stark realization would follow, exposing the demands of coping with counter-terrorism while balancing finite resources aimed at traditional crime fighting. These added challenges underscored the notion that American policing had entered a new era - Homeland Security. This thesis evaluates the options state police organizations have for adopting an appropriate style of policing for Homeland Security. www.hsd.org/?view&doc=61122&coll=limited

Thesis: Perception or Fact: Measuring the Performance of the Terrorism Early Warning (TEW) Group

Author: Michael Grossman, Los Angeles County Sheriff's Office

Relevance: Concepts in this thesis are currently being applied in the Los Angeles County Sheriff's Department. In the summer of 2011, the department is launching a pilot Department Operations Center (Called DOC WATCH) where analysts will provide real-time information in the areas of intelligence, operations and response. Moreover, the department will have a built-in system to measure its performance.

Abstract: This thesis examines the structure and intelligence process of the Los Angeles Terrorism Early Warning (TEW) Group to assess its effectiveness as measured through the application of a Program Logic Model. This model verifies the links between the assumptions on which the program is based and actual program activities. It further assesses its status as a smart practice based on measurable criteria that are beyond perception or peer approval alone. The TEW is a regional, multi-agency and multi-disciplinary network that functions as a point for analyzing the strategic and operational information needed to prevent, mitigate, disrupt and respond to threats and acts of terrorism. This method provides an effective means to evaluate a program while documenting what works and why. www.hsd.org/?view&doc=52347&coll=limited

Thesis: Georgia Information Sharing and Analysis Center: A Model for State and Local Governments Role in the Intelligence Community

Author: Charles English, Georgia Emergency Management Agency

Relevance: When written, the concept of state and local homeland security professionals working alongside federal counterparts in collecting and analyzing intelligence was a novel idea. Today, the concepts are commonplace with some 72 fusion centers around the country incorporating varied levels of government in the collection and analysis of data.

Abstract: Since 9/11 there have been many demands for robust intelligence efforts and information sharing in the context of Homeland Security. This thesis focuses on the critical need for the inclusion of local and state intelligence collection efforts into the broader intelligence community and describes a model for states to follow when creating a statewide Information Sharing and Analysis Center. Key organizational and relationship principles are examined. Establishing state ISACs and including them as partners in the fight against terrorism benefits all levels of government at the strategic and tactical intelligence levels. Requirements for successful state level ISACs are identified through numerous cases studies focusing on the Georgia Information Sharing and Analysis Center. www.hsd.org/?view&doc=33384&coll=limited

Whole Community

While preparedness within the whole community of citizens, first responders and federal officials has become a critical goal in recent times, CHDS students have explored the potential of this concept for years. At the intersection of new technology and citizen engagement, several projects have found their way to fruition that enlists social media and people power.

Thesis: Leveraging Citizens and Cultivating Vigilance for Force Multiplication in the Maritime Domain

Author: Andre Billeaudeau, U.S. Coast Guard

Relevance: This thesis was adopted into a national U.S. Coast Guard program called Citizens Action Network. It enlists the eyes and ears of citizen volunteers to help the agency monitor waterways. The first chapter was established in the Puget Sound area, and subsequent chapters have been established in Louisiana and Virginia.

Abstract: This thesis examines a Coast Guard-led networked community (Citizen's Action Network -- CAN) by exploring the network's potential to augment the Coast Guard in managing its prodigious maritime domain risks. Through an expansive literature review, a survey and a set of semi-structured interviews, a proposed set of community-based structural components were identified and tested for strength and significant relationships using ANOVA, Regression and Student's T statistical testing methods. Findings suggest that component parts of CAN fit into a business-oriented networked management model called a Community of Practice (COP), with vigilance emerging as a sustainable, predictable and highly desirable post-9/11 networked community behavior. www.hSDL.org/?view&doc=83073&coll=limited

Changing Structure to Meet the Mission

Many agencies were faced with a new mission following the 9/11 attacks – that of homeland security. CHDS students researched ways to optimally reorganize their agencies and relearn, as the stakes have never been higher.

Thesis: U.S. Coast Guard Reorganization: Why Merging the Field Units Is Not Enough To Remain Semper Paratus (Always Ready)

Author: Lawrence Green, U.S. Coast Guard

Relevance: As the Coast Guard reorganized during the years following the 9/11 attacks, it adopted several recommendations set forth in this thesis. Of 10 recommendations made in this thesis, seven of them have been implemented. They include developing a training program; merging the Coast Guard's Operations and Marine Safety divisions; holding leaders accountable for modeling behaviors consistent with the joint culture that was necessary for the agency's reorganization to succeed; requesting sufficient funding to implement reorganization plans; vertically aligning the operational and strategic levels of the Coast Guard to support tactical field units; follow nine practices for success suggested by the U.S. Government Accounting Office; and, develop a communications plan to "sell" the agency's changes.

Abstract: After the terrorist attacks of September 11, 2001, the U.S. Coast Guard shifted much of its effort toward Maritime Homeland Security activities. In response to this major shift in mission priorities, the Coast Guard is merging its Operational and Marine Safety field units into Sector commands. This reorganization is designed to ensure unity of effort, allow more efficient use of resources, improve training of Coast Guard members, and ensure better customer service. This thesis shows that further reorganization will be necessary at the operational and strategic levels of the Coast Guard. The organization-wide changes recommended by the author will allow the Coast Guard to align with the new Sector field commands, better align with the other agencies within the Department of Homeland Security, and ensure the critical tenets of unity of command, unity of direction, and unity of accountability are realized. Based on the results of this study, the author offers 10 recommendations for the leaders of the post-9/11 Coast Guard. www.hSDL.org/?view&doc=42552&coll=limited

Thesis: Validation of Rational Deterrence Theory: Analysis of U.S. Government and Adversary Risk Propensity and Relative Emphasis on Gain or Loss

Author: Eric Taquechel, U.S. Coast Guard

Relevance: Taquechel is currently working on a project that, when completed, will enable the Coast Guard to measure the effectiveness of its methods to increase port safety. Those measures come directly from his thesis

Abstract: This thesis develops a rational deterrence case study risk elicitation framework to assess the risk propensity and relative emphasis on loss/gain of the U.S. and various adversaries involved in historical and current deterrence games. This framework is used to elicit qualitative historical information that supports a notional Deterrence Efficacy Model. This qualitative approach is further supported by a basic game-theoretic approach predicting the efficacy of deterrence given certain actor risk profiles. Recommendations as to the efficacy of deterrence for current U.S. national security threats are offered using the proposed Deterrence Efficacy Model, quantitative framework, and supporting methodology. www.hSDL.org/?view&doc=120224&coll=limited

New Education Needs

As the nation turned its attention to a new foe – terrorism – the need for education was identified as critical to ensuring homeland security. CHDS students have examined how to apply education to the new discipline of homeland security.

Thesis: Development and Recognition of Homeland Security Law

Author: Michael McDaniel, professor, Thomas M. Cooley School of Law

Relevance: After a stint as Deputy Assistant Secretary of Defense, McDaniel accepted a faculty position with Thomas M. Cooley Law School where he is developing a curriculum in homeland security law.

Abstract: The thesis considers those laws created since 9/11 in direct response to that terrorist attack and intended to protect the American Homeland from further attack. Just as Congress passed thousands of pages of legislation in response to the events of 9/11, the Department of Homeland Security, created by one of those new laws, is churning out thousands of pages of federal regulations, and thousands of federal workers now seek to regulate and impose new legal standards, on U.S. citizens and businesses. After analyzing the congressional responses to 9/11, a survey was created and sent to those attorneys who hold themselves out as practicing or teaching 'Homeland Security Law.' The intent was to determine whether the legal profession should now recognize Homeland Security Law as a separate practice area, and if not, what steps are necessary before a practice area is recognized. A substantial majority in each survey, and in the interviews, found that anti-terrorism laws, emergency management and critical infrastructure resiliency and protection are included within the area of 'Homeland Security Law.' A working definition of Homeland Security Law, then, is 'those laws and regulations enacted or promulgated to ensure domestic security from man-made or natural attack or disaster. www.hSDL.org/?view&doc=73811&coll=limited



EXECUTIVE LEADERS PROGRAM

Overview of the Executive Leaders Program

The Executive Leaders Program (ELP) meets the ongoing educational needs of senior-level homeland security leaders. The curriculum is designed to develop the strategies, policies and organizational elements these leaders need to better understand and address current and emerging national security threats and issues, public policy debates, and best practices in homeland security. The ELP is a non-degree, graduate-level educational forum designed to meet the needs of executives responsible for homeland defense and security while creating a nationwide homeland security network, building relationships between senior leaders across disciplines, agencies and levels of government. The program is designed to accommodate the busy schedules of participating executives and does not require the workload of traditional graduate-level education. It consists of four one-week in-residence sessions over a nine-month period.

Executive Leaders Program

In 2006, key administrators in the Naval Postgraduate School's CHDS recognized the need for an abbreviated, accelerated educational experience which, while at the graduate level (again, the "Taxonomy of Educational Objectives in the Cognitive Domain" served as the guiding standard), for the most senior executives in public safety and some private organizations. The terminal or Global Objective was articulated as "each participant will learn more about the inherent linkages between prevention and protection, response and recovery as well as the subordinate elements of each of those Mission areas; the strategies and policies that can make disciplines and jurisdictions more adequately prepared for threats; and the multi-tiered, multidisciplinary, regional collaboration strategies and techniques that will support adaptive preparedness." Again, this objective is a precursor for "The Whole of Government" and the "Whole Community."

The curriculum for this course of study, comprising four weeks spread over nine months, is based on the continuously vetted and validated graduate curriculum of the 18-month NPS CHDS program. Many of the instructors are the same faculty teaching in the graduate program and many of the readings are the same. The seminars are intended to engage, challenge and stimulate participants around issues related to homeland security, emergency management and public safety. Upon successful completion, participants receive certificates of completion. To date, nine sessions have been conducted and almost 300* participants have completed the program of study.

These participants hold the highest administrative and policy positions within their organizations. The local, state and federal emergency managers and homeland security leaders represent 34 states and one territory. Local and municipal participants are responsible for the safety and security of more than 51 million citizens living in their communities.

*Figures for Master's and Executive Leaders program represent data through 2011 year's end.

Table 1 – CHDS ELP National Impact Table: Local Officials
 More than 90 local alumni and current participants represent nearly 90 local jurisdictions.

ELP: Local Agencies Represented by Alumni and Current Participants			
Arlington County Fire Department	City of Yuma Fire Department	Milwaukee Fire Department	St. Marys Co. Sheriffs Office
Arlington County Office of Emergency Management	Collier County Bureau of Emergency Services	Mobile County	Suffolk County Police Department
Arlington County Police Department	Dallas County Health and Human Services	Monroe County Sheriff's Office	Tarrant County Government
Aurora Colorado Police Department	Dallas Fire & Rescue	Montgomery County Department of Health and Human Services	Tulsa EMSA/MMRS
Austin Fire Department	DC Fire & EMS Department	Montgomery County Dept of Public Safety	Tuscaloosa County Sheriff's Office
Baltimore County Sheriff's Office	DC Homeland Security and Emergency Management Agency	Nassau County Police Department	Ventura County Sheriff's Department
Benicia Police Department	Denver Police Department	Newark Police Department	Virginia Beach Police Department
Boston Fire Department	Disease Control & Prevention - City of Milwaukee Health Department	Norfolk Police Department	Walker County Sheriff's Office
Boston Police Department	District of Columbia Fire & EMS Department	North County Fire Protection District	Will County Sheriff's Office
Broward County Emergency Management Division	District of Columbia Fire and Emergency Medical Services Department	NYC Office of Mayor, UNCCP	
Central Jackson County Fire Protection District	Douglas County Sheriff's Department	Olivette Police Department	
Charleston County Sheriff's Office	Eugene Police Department	Philadelphia Office of Emergency Management	
Chelmsford Fire Department	Fire Department of New York	Philadelphia Police Department	
Chicago Fire Department	Framingham Police	Port of Corpus Christi Authority	
Chicago Police Department	Franklin County Emergency Management Homeland Security	Regional Terrorism Threat Assessment Center	
City of Aurora	Indianapolis Department of Public Safety, Division of Homeland Security	Reno Police Department	
City of Boston - Mayor's Office of Emergency Preparedness	Las Vegas Fire & Rescue	Salt Lake Valley Health Department	
City of East Providence	Long Beach Fire Department	San Ramon Valley Fire Protection District	
City of Fort Wayne	Los Angeles County Fire Department	Seattle Fire Department	
City of Milwaukee	Los Angeles County Sheriff's Department	Shelby County Office of Preparedness	
City of North Miami Beach Police Department	Los Angeles Police Department	Media Sheriff's Office	
City of Oakland Fire Department	Lower Manhattan Development Corporation/NY Office of Homeland Security	Somerset County Department of Health	
City of Pacific	Metropolitan Police Department	Southern Platte Fire Protection District	
City of Pittsburgh, Dept of Public Safety / Bureau of Emergency Medical Services	Miami Police Department	St. Louis Department of Public Safety	

Table 1.1 – CHDS ELP National Impact Table: State Officials
 Alumni and current participants work in 27 states and one territory

ELP: State Agencies Represented by Alumni and Current Participants			
Agency	State	Agency	State
Governor's Office of Faith-Bases and Community Initiatives		Louisiana Governor's Office of Homeland Security and Emergency Preparedness	Louisiana
Alabama Criminal Justice Information Center	Alabama	Michigan National Guard Homeland Security	Michigan
Alabama Department of Homeland Security		Michigan State Police	
Alabama Emergency Management Agency		Minnesota Homeland Security and Emergency Management	Minnesota
Arizona Department of Homeland Security	Arizona	Missouri Department of Health and Senior Services	Missouri
Governor's Office of Arkansas	Arkansas	Missouri State Highway Patrol	New Jersey
Arkansas Department of Emergency Management		New Jersey Attorney General's Office	
California Department of Health Services	California	New Jersey Office of Homeland Security and Preparedness	New Mexico
California Emergency Management		New Jersey State Police	
California Office of Homeland Security		State of New Mexico	
Governor's Office of Homeland Security	Colorado	New York State Division of Homeland Security and Emergency Services	New York
Colorado Division of Emergency Management		New York State Homeland Security	
South Water Management District	Florida	New York State Police	Ohio
Florida Department of Law Enforcement		Ohio Department of Public Safety, Division of Emergency Management Services	
Office of Emergency Preparedness, Division of Public Health, Emergency Preparedness and Response Section	Georgia	Ohio Department of Public Safety - Homeland Security, Office of Counter-Terrorism & Prevention	Ohio
Guam Homeland Security	Guam	Ohio Emergency Management Agency	
Illinois Department of Public Health	Illinois	Oklahoma Department of Emergency Management	Oklahoma
Illinois Emergency Management		Oregon Emergency Management	Oregon
Indiana Department of Homeland Security	Indiana	South Carolina Law Enforcement Division	South Carolina
Indiana State Police		Tennessee Office of Homeland Security	Tennessee
Bureau of Emergency Medical Services - Iowa Department of Public Health	Iowa	Texas - North Central Texas Fusion Center	Texas
State of Iowa		State of Texas	
State of Iowa Homeland Security Emergency Management		Utah Department of Public Safety	Utah
Kentucky Office of Homeland Security	Kentucky	Office of the Governor of Virginia	Virginia
Kentucky State Police		Wisconsin Department of Justice, Division of Criminal Investigation	Wisconsin

Table 2 - CHDS ELP National Impact Table: Federal (Non-DHS) Government Officials
 Federal participants have represented the U.S. Department of Homeland Security and the U.S. Departments of Justice, Energy, Health and Human Services, State, and others

ELP: Federal Agencies Represented by Alumni and Current Participants
Environmental Protection Agency
Federal Bureau of Investigation
Office of the Director of National Intelligence
U.S. Attorney's Office
U.S. Department of Defense
Office of the Chief Medical Officer
U.S. Department of Energy
U.S. Department of Justice
U.S. Department of Health & Human Services
U.S. Department of State
U.S. Department of Transportation
U.S. National Guard*
U.S. NORTHCOM & NORAD

*Includes National Guard Title 10 and 32

In open-ended questions from the final evaluation, participants consistently rate collaboration as one, if not the most, important outcome of the four weeks.

Table 3 - CHDS ELP National Impact Table: DHS Government Officials
 Over 90 DHS alumni and current participants represent the agency and its components

ELP: DHS and Components Represented by Alumni and Current Participants			
Title	Agency	Title	Agency
Deputy Assistant Director, Office of Communications and Public Liaison	Directorate for National Protection & Programs	Liaison to IMPT	Office of Intelligence & Analysis
Deputy Director		Director of Communications	Office of Public Affairs
Director		Chief Planner	
Exercise Director		Chief Preparedness Officer	Transportation Security Administration
Section Chief, ITM Specialist	Deputy Assistant Administrator		
Director, Office of Safety Act Implementation	Directorate for Science & Technology	Eastern Area Director	
Cabinet Secretary	Emergency Management	Federal Security Director	Federal Air Marshal Service (FAMS - TSA)
Assistant Chief Counsel	Federal Emergency Management Agency	International Ops Director	
Branch Chief, Western Region		Deputy Assistant Director	
Chief, Planning & Assistance		Special Agent in Charge	
Deputy Assistant Administrator		Assistant Special Agent in Charge	
Deputy Director, Operations Division		International Representative	U.S. Coast Guard
Deputy Regional Administrator		Commander	
Director of Preparedness Coordination Division		Executive Officer	
Director, Disaster Operations Division		Captain	
Director, Federal Coordinating Officer		Chief of Response	
Director, Response, Region IX		Director of Counterintelligence	
Division Director, Technological Hazards		Operational & Planning Chief	U.S. Citizenship & Immigration Services
Executive Officer		Operations Chief	
Federal Coordinating Officer		Deputy Director	
Federal Preparedness Coordinator		District Director	U.S. Customs & Border Protection
Management Division Deputy Director	Executive Director		
Regional Administrator, Region III	Deputy Executive Director	U.S. Department of Homeland Security	
Senior Policy Advisor	Director		
Superintendent, Center for Domestic Preparedness	Central Division Director	U.S. Immigration & Customs Enforcement	
Chief	Deputy Director		
Director for Programs	Office for Civil Rights & Liberties	Deputy Assistant Director	U.S. Secret Service
Deputy Director - Preparedness Programs	Office of Grants & Training	Laboratory Director	
Division Director - Technical Assistance		Deputy Assistant Director	
Director	Office of Health Affairs	Special Agent in Charge	
Director - Mitigation and Capability		Assistant Special Agent in Charge	

Table 4 - CHDS ELP National Impact Table: Private Sector Participants
 Private sector participants have represented energy, mass retail, transportation, financial services and institutions and critical infrastructure

ELP: Private Sector Represented by Alumni and Current Participants	
Title	Company
Vice President, National Security	U.S. Chamber of Commerce
Program Director	Bio-watch Program Center for Infectious Disease Research and Policy
Director, Preparedness	Raytheon
Executive Vice President and General Counsel	IPC International Corporation
Chief Executive Officer	i2
Vice President	Lexington County Health Services-Medical Center
Senior Manager, Corporate Security	Home Depot
Executive Director	National Sheriff's Association
Senior Operations Manager	Wal-Mart
Executive Director	International Association of Fire Chiefs
Associate Director, Homeland Security Policy Institute	George Washington University
Division Director, Center for Best Practices in Homeland Security	National Governors Association
Director, Homeland Security Programs	Boeing
Senior Security Advisor	Centra Technologies
Vice President, Operations Support	Exelon Nuclear
Director	Alabama Criminal Justice Information Center
Director, Crisis Management and Business Continuity Planning	Abbott Laboratories
Vice President, Security Management	General Dynamics Corporation
Senior Director	National Climatic Data Center, NOAA
Director, Western Emergency Management Services	Eli Lilly and Company
Vice President/ Director, Midwest Region	Dewberry
Policy Advisor, Homeland Security	James Lee Witt and Associates
Vice President, Security	University of Michigan
	Association of American Railroads

Despite having spent more than 10 years developing and implementing national homeland security preparedness programs, the Executive Leaders Program made me rethink some of my most basic assumptions about how we were approaching the mission and gave me invaluable new insights and perspective for moving forward. To put it simply, the program completely changed the way I think about preparedness.

*David Kaufman
 Director of the Office of Policy and Program Analysis, FEMA/DHS*

The Executive Leaders Program has been the most beneficial professional development course I have ever experienced. The opportunity to learn from the experienced staff at CHDS and NPS combined with the in-depth conversations with my classmates combined to create a super-charged atmosphere highly conducive to innovation and information exchange. I never failed to return to work with pages full of notes and ideas that I could implement at my company to improve our emergency management and homeland security capacity. I felt especially privileged to be able to bring a perspective from the private sector that many of my classmates had not previously considered, and to help shape the role we should play in future disasters.

*Bryan Koon
 Former Senior Operations Manager, Emergency Management Department, Wal-Mart Stores, Inc
 Current Director of Emergency Management for the State of Florida*

Executive Education Program Creates Nationwide Network of Key Leaders



*Associate Director of ELP
Ellen Gordon*

Three years into offering the nation's first master's degree in the emerging field of homeland security, the Center for Homeland Defense and Security found that demand for its unique educational offerings extended beyond the traditional collegiate setting.

The Executive Leaders Program (ELP) was

established in 2006 for busy senior executives. The goal of the Executive Leaders Program is to enhance senior leaders' capacity to develop policies and strategies while strengthening working relationships across the jurisdictional boundaries of regions, agencies, local-state-tribal-federal governments and the private sector. This has included top-level government officials as well as executives in the corporate world.

"One of the important aspects of the ELP is that it brings together our nation's homeland security leaders from various disciplines, providing them an opportunity to build relationships in an educational setting as well as continue with this relationship building in their day-to-day homeland security positions," said Ellen Gordon, Associate Director of Executive Education Programs. "This has certainly resulted in a strong network for key decision makers to work together, sharing smart practices and resolving key homeland security challenges."

ELP curriculum is derived from the master's degree program beginning with foundational aspects of homeland security and threats and continuing with the varied topics encompassed by the discipline. Students attend classes on campus during four one-week sessions with the remainder of the course taken via network-based learning.

"The Executive Leaders Program utilizes many of the master's degree program faculty and topical areas of interest," Gordon noted. "The master's degree program leadership as well as the ELP leadership collaborates on monitoring emerging issues and trends."

Since 2006, CHDS has continuously modified ELP sessions to ensure the content and curriculum are relevant for the participants and address emerging homeland security issues. The Center's approach to modify ELP sessions regularly relies on continuous feedback from the participants. "The quality of these sessions for the program has been the top priority since its inception," Gordon added.

A roster of ELP alumni illustrates the caliber of students the program attracts: FEMA regional administrators Andrew Velasquez III, MaryAnn Tierney, Ken Murphy; FEMA's number two administrator Richard Serino; Florida director of emergency management Bryan Koon; and, executives from

businesses such as Wal-Mart Stores Inc., Home Depot Inc. and General Dynamics.

Typically, there are more than 400 applicants annually for the 62 spaces available in the program.

"If funding were available, the number of applications we receive could certainly support more cohorts per year," Gordon said. "The interest in the program is greater than the resources that we have."

ELP Alum to Head Florida Emergency Management Division



*FL Director of Emergency
Management Bryan Koon*

An alumnus of the Naval Postgraduate School Center for Homeland Defense and Security's Executive Leaders Program is the Sunshine State's Director of Emergency Management.

Bryan Koon completed the Executive Leaders Program (ELP) in February 2009. The ELP brings together senior leaders from both the government and the business world.

"We are fortunate to have the private-sector involvement in our Homeland Security Executive Leaders Program," said Ellen Gordon, Associate Director of Executive Education Programs at CHDS. "As a participant, Bryan certainly provided the private sector insight and expertise in the classroom to make a rich learning experience. His homeland security and emergency management knowledge was quite evident as we moved through the nine month program and should be a considerable asset to the state of Florida."

Koon brings a wealth of private- and public-sector experience to the job. Before his appointment, he had worked since 2006 as Senior Operations Manager for Wal-Mart Stores Inc.'s Emergency Operations Center. In that capacity Koon was responsible for emergency operations in more than 8,500 facilities worldwide. The goal of the department was ensuring customer and employee safety and restoring business operations in the wake of disastrous events.

"I am both proud and honored Bryan has chosen to put his wealth of experience to work protecting and defending all Floridians and ensuring our state is prepared to tackle any emergency," Gov. Rick Scott said in a written statement.

Peers in the emergency management field praised the appointment. David Miller, president of the National Emergency Management Association (NEMA), said:

"Bryan's association and work with NEMA has allowed many of the state directors and his colleagues to benefit from his expertise. His enthusiasm, pragmatic approach,

and willingness to partner with others will serve him and the citizens of Florida well. We at NEMA look forward to our continued relationship with Bryan and his continued involvement with NEMA."

Koon is a U.S. Navy veteran and served as a Training Officer for Presidential Contingency Programs. After his Navy service concluded, he continued to serve the White House as a contractor for SRA International, a Fairfax, Va.-based consulting firm.

During an interview at the 2009 Lacy E. Suiter Policy Forum, Koon talked about the common emergency management issues faced by businesses and governments:

"We face the same issues, regardless of whether we're responsible for a federal entity, a state entity, a local entity or the private sector. Our end goals are the same to protect the lives of our citizens and restore our operations to normalcy."

He earned a Bachelor of Science in natural resources from Cornell University as well as a Master of Business Administration from George Washington University.

ELP Grad Takes Reins of FEMA Region III

MaryAnn Tierney won't have to travel far for her latest career move.

Tierney was named Regional Administrator for the Federal Emergency Management Agency's Region III and will begin work at the post Aug. 31.

The FEMA post is based in Philadelphia, where Tierney has served as that city's Deputy Managing Director for Emergency Management since November 2006.

Tierney completed the Executive Leaders Program at the Naval Postgraduate School Center for Homeland Defense and Security in November 2009.

She credits that program with instilling a new outlook on leadership to complement her years of emergency management experience.

"It was really eye opening," she said. "I had never attended a program where they took what I did everyday and added the leadership component. It has definitely made me a more strategic thinker. It was a really smart group of people. I've never been in a program where everybody is a national expert in their field."

The step up the career ladder means Tierney won't be moving, but overnight her area of responsibility enlarged greatly. Tierney has a wealth of experience working as a local emergency manager working in concert with FEMA. Her immediate challenge in the new job will be to familiarize herself with the inner-workings of the agency.

"I think it will be a learning experience to see how FEMA

operates internally and how it works with the states," she said by phone. "I'm also looking forward to learning how Region III fits in with the overall (FEMA) picture."

Region III encompasses Washington, D.C., as well as the states of Delaware, Maryland, Pennsylvania, Virginia and West Virginia. That means addressing the emergency needs of metro areas such as Baltimore and Philadelphia as well as rural areas such as those found in West Virginia and western Pennsylvania.



"I had never attended a program where they took what I did everyday and added the leadership component. It has definitely made me a more strategic thinker...I've never been in a program where everybody is a national expert in their field."

FEMA Region III Administrator MaryAnn Tierney

It is a very diverse region where the issues are wide ranging," Tierney noted. "The issues faced by emergency management in West Virginia are probably different than what the District (of Columbia) faces."

The mid-Atlantic area is known for equally harsh winters and summers while the coastal areas are susceptible to hurricanes and the western fringes of the region are prone to flooding.

"There are a range of threats that face Region III," she said.

Tierney brings a wealth of emergency planning experience to FEMA. During her tenure in Philadelphia she oversaw a transformation of the city's preparedness program, according to the office of Mayor Michael A. Nutter. She is credited with crafting consistent, operational emergency plans and procedures, conducting training exercises for first responders and building partnerships with the private sector as well as community organizations.

"I would like to thank MaryAnn for her invaluable service to the city of Philadelphia," Nutter said. "Philadelphia is now a safer, more secure and more prepared city because of her leadership. I wish her success at FEMA as she takes on the even larger role of preparing our region for emergency situations."

As Assistant Commissioner for Planning and Preparedness in New York City, she oversaw the revision of the City's Coastal Storm Plan and coordinated the debris operation at the World Trade Center. She also was responsible for New York City's application for Federal funding to reimburse costs associated with the response to and recovery from 9/11, which totaled over \$4.75 billion.

Tierney holds a master's degree in public administration from New York University and a Bachelor of Arts in political science from American University.

FUSION CENTER LEADERS PROGRAM



*First FCLP cohort photographed in front of Herrmann Hall at the Naval Postgraduate School in Monterey
Photo courtesy of NPS*

Overview of the Fusion Center Leaders Program

The Naval Postgraduate School Center for Homeland Defense and Security offers a Fusion Center Leaders Program (FCLP) built upon guidance from state, local, tribal, and territorial (SLTT) partners, and federal interagency partners, including the Department of Homeland Security (DHS), Federal Bureau of Investigation (FBI), Department of Justice (DOJ), and Office of the Director of National Intelligence (ODNI). This graduate level program examines key questions and issues facing fusion center leaders and their role in homeland security, public safety, and the Information Sharing Environment (ISE). The program is designed to enhance critical thinking related to homeland security and public safety intelligence issues at the Federal and SLTT levels of government, and in the private sector.

Fusion center leaders will examine the issues related to directing a multi-agency fusion center operation. The objectives of the program are to:

- Examine roles and missions of fusion centers and their multiple customer sets
- Discuss leadership challenges of a complex, multiagency operation involving state, local, tribal, territorial, federal, and private sector entities
- Consider management of the intelligence cycle as a tool for integrating analysis, production, information sharing, and enhancing cooperation and collaboration
- Assess opportunities and challenges of fusion center operations, including the understanding of emerging and evolving policy and strategic issues
- Analyze the importance of an integrated enterprise in support of the Information Sharing Environment (ISE)
- Develop an understanding of the critical nature of privacy and civil liberties issues/policies.

The FCLP is conducted at the Naval Postgraduate School Center for Homeland Defense and Security campus in Monterey, California. It is a five-day intensive program designed for leadership from the 72 recognized state and major urban area fusion centers.

The program is set up in an executive education format, utilizing both online learning and facilitated discussion. Topics include strategy, policy and organizational design, covering intelligence analysis, leadership, production and dissemination of information. Program sessions (cohorts) consist of approximately 20 participants from fusion centers around the country.

DHS, in coordination with its interagency partners, supported the development of the CHDS program to enhance the management capabilities across the national network of fusion centers and enable best practices in information sharing and leadership to be shared among the fusion center directors.

"The Department is committed to providing the resources and best practices necessary to enhance the national network of fusion centers," said Bart R. Johnson, principal deputy under secretary of the DHS Office of Intelligence and Analysis. "The Fusion Center Leadership Program represents one of the Department's on-going initiatives to support fusion centers in achieving the Baseline Capabilities for State and Major Urban Area Fusion Centers."

By achieving this baseline level of capability, a fusion center will have the necessary structures, processes and tools in place to support the gathering, processing, analysis, and dissemination of terrorism, homeland security, and law enforcement information.

Session topics highlight fusion center critical operational capabilities, including (1) ability to receive classified and unclassified information from federal partners; (2) ability to assess local implications of threat information through the use of a formal risk assessment process; (3) ability to disseminate threat information to other state, local, tribal, territorial, and private sector entities within their jurisdiction; and (4) the ability to gather locally generated information, aggregate it, analyze it, and share it with federal partners.

Throughout the program, participants have the opportunity to discuss, debate and engage in dialogue around these pivotal issues as well as other fusion center management challenges. Recognizing that fusion centers are owned and operated by state and local partners, the program also focused on building standard capability and enhancing management capacities to enable fusion centers to operate at an enhanced level of capability.

"The course has a lot of value because as new fusion center directors come on board, we need to make sure they are given the information and support that they need. This course gives them the opportunity to meet one another and support one another as we build a national network of fusion centers."

*Bart Johnson
Principal Deputy Under Secretary for Intelligence and Analysis
U.S. Department of Homeland Security (DHS)*

"It's time to educate a cadre of people who can continue to manage fusion centers. We need to make sure the people managing these centers have the best education and guidance possible."

*Ron Brooks
Director of the Northern California Regional Intelligence Center*

"We didn't want a training program. We wanted an executive level educational program that would present learning objectives pertaining to intelligence, fusion centers and operating a complex organization."

*David Pyle
Deputy Director of the Homeland Security and Law Enforcement Division
Office of the Director of National Intelligence*

"The Fusion Center Leaders Program is an opportunity for critical thinking with regard to managing fusion center operations. It allows the opportunity to discuss critical issues such as privacy and civil liberties, management and personnel issues, and sustainability."

*Lt. Ray Guidetti
New Jersey State Police, Analysis Element
New Jersey's Regional Operations Intelligence Center*



EXECUTIVE EDUCATION SEMINARS CONDUCTED BY MOBILE EDUCATION TEAMS

Overview of the Executive Education Seminar Program

The Executive Education Seminar program enhances the capabilities of senior level state and local officials to examine, define and meet the challenges homeland security poses for their jurisdiction. These seminars provide opportunities for state, city or urban area leaders to engage in strategic planning, policy development and organizational design through facilitated discussion while enhancing leadership development, communication, and knowledge at senior levels of local, state and federal governments and agencies. At the state level, the focus is governors and their cabinets, homeland security senior staff, and heads of key departments and agencies, while the focus for local government includes mayors and senior urban area officials and their homeland security leadership. Each seminar is conducted within one host jurisdiction and is facilitated by the CHDS Mobile Education Team (MET). Comprising nationally recognized subject matter experts, METs create each seminar to focus on the jurisdiction's specific homeland security challenges. Special topic seminars may also be created by request.

Executive Education Seminars (EES) Conducted by Mobile Education Teams (MET)

The Mobile Education Team (MET) conducts an intensive half-day Executive Education Seminar on homeland security designed to help strengthen U.S. capability to prevent, deter, and respond to domestic terrorist attacks, and to build the intergovernmental, interagency, and civil-military cooperation that homeland security requires.

These seminars focus exclusively on enhancing the capacity of top government officials to successfully address new homeland security challenges, mainly targeting state-level governments (e.g. governors and their cabinet members). The Executive Education Seminar is also available for major urban area senior homeland security leaders.

The seminar concentrates on homeland security problems posed for local and state level organizations such as:

- Strategic planning
- Policy development
- Organizational design

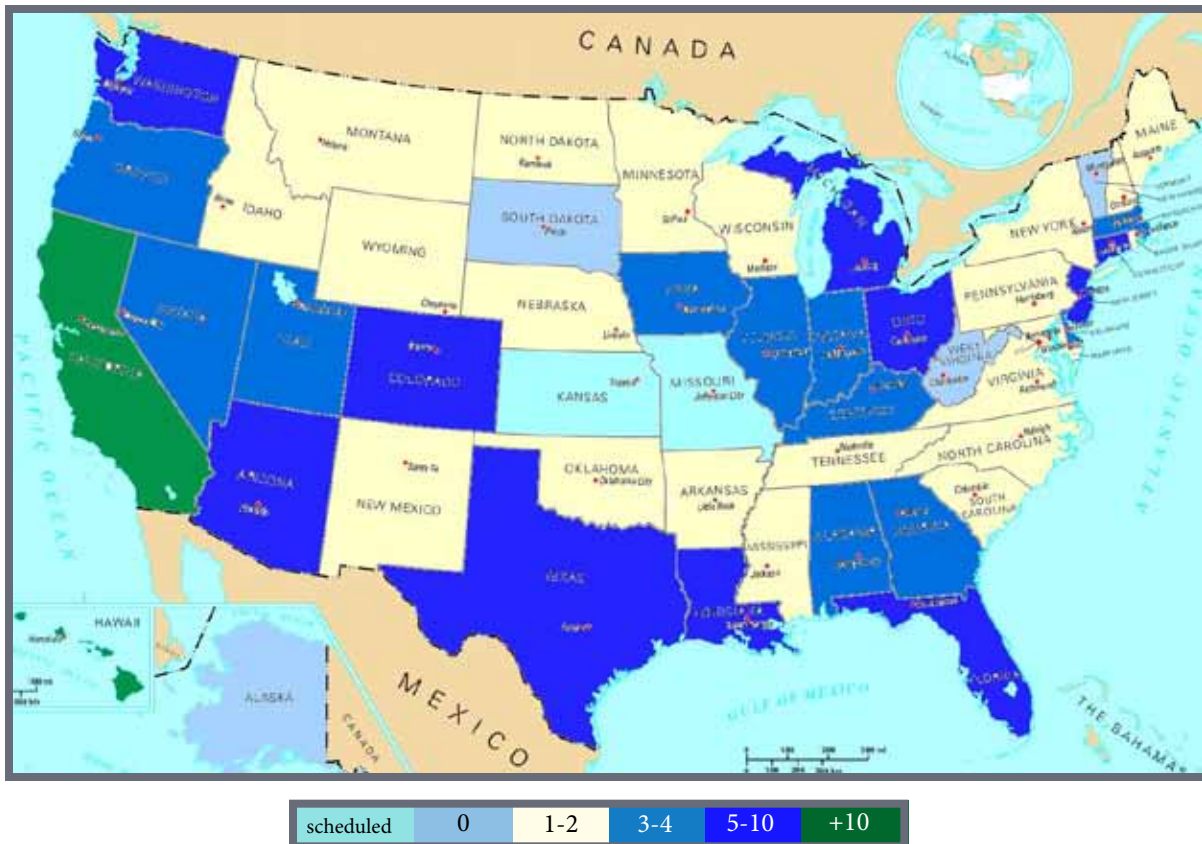
Topics are discussed in an interactive roundtable format and include:

- Federal/State/Local Responsibilities and Coordination
- Prevention
- Intelligence Collection, Assessment, and Dissemination and Information Sharing
- Critical Infrastructure Protection
- Public Communications and Fear Management
- Response Operations

Since the inception of the EES Program in 2003, Mobile Education Teams have delivered 220 seminars. Of those seminars, 70 were in support of more than 100 State Governors elected in more than 35 states and territories, reaching the Governors and the Governors' cabinets of approximately 231,465,000 people, or 74% of the current U.S. population of 311,800,000.

Map 3 - CHDS EES National Impact Map

Executive Education Seminars have been hosted in 45 states and three territories - Guam, Puerto Rico and Virgin Islands.



Number of Executive Education Seminars by State

Executive Education Seminars Conducted by METs

215 seminars to date: 21 city, 45 urban area, 71 state, 9 regional, 69 topical

- 32 seminars in 2011* - 4 city, 8 urban area, 12 state, 2 regional, 6 topical
- 28 seminars in 2010 - 5 city, 8 urban area, 4 state, 1 regional, 10 topical
- 30 seminars in 2009 - 7 city, 7 urban area, 6 state, 1 regional, 9 topical
- 28 seminars in 2008 - 5 city, 4 urban area, 6 state, 2 regional, 11 topical
- 22 seminars in 2007 - 5 urban area, 5 state, 3 regional, 9 topical
- 26 seminars in 2006 - 9 urban area, 7 state, 10 topical
- 24 seminars in 2005 - 4 urban area, 10 state, 10 topical
- 16 seminars in 2004 - 12 state, 4 topical
- 9 seminars in 2003 - 9 state

*Seminars scheduled through 2011 as of report print date

The Naval Postgraduate School Center for Homeland Defense and Security has long recognized that the importance of the homeland security education enterprise lies in the cities and states across the country, not just the classroom.

CHDS' Executive Education Seminars were designed with that in mind. Conducted by Mobile Education Teams, these seminars bring CHDS education to governors, mayors and their staffs in the jurisdictions where they work. The Mobile Education Teams comprise nationally recognized experts in various areas related to homeland security.

The seminars are intensive half-day sessions on homeland security designed to help strengthen U.S. capability to prevent, deter, and respond to domestic terrorist attacks, and to build the intergovernmental, interagency, and civil-military cooperation that homeland security requires.

The Executive Education Seminar concentrates on the

problems that homeland security poses for state and local level strategic planning, policy development, and organizational design.

Topics are discussed in an interactive roundtable format and include: Federal/State/Local Responsibilities and Coordination; Prevention; Intelligence Collection, Assessment, and Dissemination and Information Sharing; Critical Infrastructure Protection; Public Communications and Fear Management; and Response Operations

The Executive Education Seminar program complements the diverse operational training and exercise programs that currently exist for lower level officials and staff. To date, more than 220 Executive Education Seminars have been held across the country.

"The Executive Education Seminar environment is one of those few significant meetings where participants feel comfortable enough to openly discuss the underlying issues and challenge conventional thought. The multi-disciplinary, multi-agency, multi-governmental format promotes insightful questioning which results in a better understanding and ultimately better decisions."

*Garry Brieese
Regional Administrator DHS/FEMA Region 8*



Executive Education Seminar being facilitated by a MET team member.

"I was so impressed with the program. Excellent organization of program. For once it made us confront possible (but hopefully unlikely risks). It was probably the most interesting and timely seminars I have attended as mayor. I am very grateful for the challenge and information. "

*Dr. Robert Cluck
Mayor, City of Arlington, Texas*

UNIVERSITY AND AGENCY PARTNERSHIP INITIATIVE

ANNOUNCING A WEBSITE
DEDICATED TO THE
HOMELAND SECURITY
EDUCATOR

www.UAPI.US

Developed to facilitate the exchange of ideas in homeland security education, the site is designed to:

- Enhance communication between UAPI partners
- Establish directories of partner educators, institutions and programs
- Provide high quality, cutting edge curriculum and resources for educators
- Encourage dynamic discussion forums
- Provide a neutral forum for collaboration between partners
- Announce events and items of interest for the homeland security education community
- Host employment and opportunity listings

Visit the site to view the latest enhancement to the UAPI program.

Not yet a UAPI member?

Learn more about the CHDS University and Agency Partnership Initiative:
Website: www.UAPI.us

Contact: Dr. Stan Supinski
Director, Partnership Programs
sbsupins@nps.edu or 719-482-5452
or
Steve Recca
Deputy Director, Partner Programs
sprecca@nps.edu



The demand for homeland security education continues to grow across undergraduate and graduate level programs. The Naval Postgraduate School Center for Homeland Defense and Security (CHDS), the nation's premier provider of homeland security graduate and executive level education since 2002, offers the courseware for its graduate education programs through the University and Agency Partnership Initiative (UAPI). This unique program help UAPI partners prevent redundant curriculum development and associated costs while facilitating nationwide collaboration among educational institutions and agencies as they develop and/or expand their homeland security programs. Visit www.UAPI.us for more information.



The success of the UAPI program and the voluminous amount of information available to UAPI partners necessitated a stand alone website launched by the Center in March of 2011.

Overview of the University and Agency Partnership Initiative

The University and Agency Partnership Initiative, or UAPI, seeks to increase the number and diversity of students receiving homeland security education beyond the NPS campus. This program accelerates the nationwide establishment of high-quality homeland security academic programs to strengthen the nation's security, and creates an intellectual multiplier effect to further homeland security as an educational discipline. UAPI helps prevent redundant curriculum development and associated costs while facilitating nationwide collaboration among educational institutions and agencies as they develop or expand their homeland security programs. Access to CHDS' course syllabi, class content, educational resources and faculty and instructors is available to UAPI partners at no cost.

Currently there are more than 800 individual participants from over 250 universities or educational institutions. UAPI has sponsored 11 conferences, workshops and summits with a total of 675 attendees.

Proof of Concept University: University of Connecticut

Visit www.UAPI.US for an overview of the benefits offered to educators and educational institutions through the University and Agency Partnership Initiative.

Over 800 educators nationwide can access nearly 400 educational resources through the UAPI Program, including:

- 180 lectures / presentations
- 70 interviews with homeland security subject matter experts
- 30 online simulations
- 20 sample syllabi
- 12 courses
- Conducted 11 "Educate the Educator" workshops attended by more than 170 institutions
- Annual education summits attracts more than 130 agencies and academic institutions
- Hosted its first annual Continental Security Conference in December 2010, convening 35 senior scholars and government officials from Canada, Mexico and the U.S. to discuss strategies for common security challenges
- "Multiplier effect" increases number and diversity of students with access to HS education nationally

OVER 250 UAPI PARTNERS INCLUDE THESE EDUCATIONAL INSTITUTIONS

Virginia Tech JOHN'S HOPKINS UNIVERSITY Utica College
Naval War College VANDERBILT UNIVERSITY National
Terrorism Preparedness Institute FBI Academy Tulane
University Rutgers, The State University of New
Jersey United States Military Academy Georgetown
University Tufts University PENN STATE UNIVERSITY
Ohio State University The George Washington University,
Homeland Security Policy Institute NASA Glenn Research
Center UNIVERSITY OF ILLINOIS - CHICAGO Pace University
Indiana University - Bloomington Metropolitan College
of New York Congressional Research Service George
Mason University Massachusetts Maritime Academy
Michigan State University Homeland Security Defense
and Education Consortium Association Institute for National
Security and Counterterrorism DANIEL WEBSTER
COLLEGE U.S. Northern Command, Peterson AFB, CO
Virginia Commonwealth University Stevens Institute
of Technology DHS - Federal Emergency Management
Agency U.S. Coast Guard Academy New Jersey
Institute of Technology NORTHCENTRAL UNIVERSITY

As homeland security academics evolved at the Naval Postgraduate School Center for Homeland Defense and Security (CHDS) a nice-to-have problem was detected.

The Center could only educate so many people. CHDS established the University and Agency Partnership Initiative (UAPI) in 2005 with the goal of meeting the growing national demand for a robust pipeline of homeland security and defense professionals.

UAPI shares, free of charge, the Center's cutting-edge curriculum with educational institutions offering undergraduate and advanced degrees in homeland security. Since it was established, about 250 colleges and universities and agencies have joined the program.

This provides a cost-effective way to educate thousands of students beyond the CHDS classrooms by reducing the time and resources required of universities and agencies having to build their own curricula and programs from scratch. It also brings synergy to addressing critical research issues, accelerates the development of the homeland security academic discipline, and more rapidly serves knowledge to support the nation's security efforts.

"We have leveraged our resources to boost the capacity for handling homeland security functions," said Stan Supinski, CHDS Director of Partnership Programs. "By aiding schools to develop their programs, the number of people who are being educated has grown to meet the demand, which we as an institution could not possibly do by ourselves. Additionally, our open approach allows for the development of programs tailored to local constituents and requirements, thereby also adding to the knowledge base."

Along with providing curriculum, UAPI supports its member schools through a series of annual conferences. Twice annually, CHDS conducts faculty and curriculum development workshops and each March hosts the Homeland Security Education Summit, which draws

hundreds of educators to discuss the latest trends in the field.

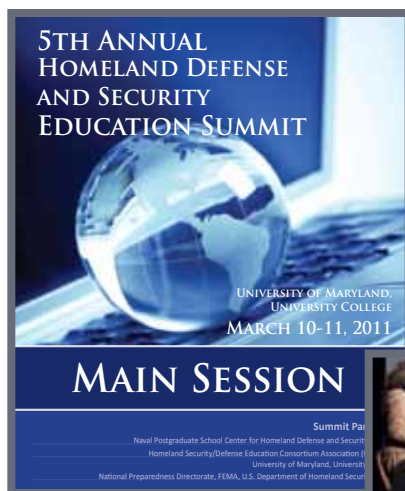
"They (educators) appreciate being able to put together courses and programs at a much lower cost, to develop courses and programs of better quality, and certainly to develop the teaching cadre who have benefitted from our workshops and conferences," Supinski said.

In 2011 UAPI hosted its inaugural Continental Security Conference based on improving homeland security education and cooperation among Canada, Mexico and the United States. Attendees to the conference sought to define just what continental security means, the value of scholarly study to the topic, and how academics can contribute to the security of the three geographically linked nations.

"We have leveraged our resources to boost the capacity for handling homeland security functions. By aiding schools to develop their programs, the number of people who are being educated has grown to meet the demand, which we as an institution could not possibly do by ourselves. Additionally, our open approach allows for the development of programs tailored to local constituents and requirements, thereby also adding to the knowledge base."



*Stan Supinski
CHDS Director of Partnership Programs*



*Clockwise from the left:
5th Annual Education Summit poster; expert addressing the conference; group of educators meet on the CHDS campus.*



SELF-STUDY COURSES

The Naval Postgraduate School Center for Homeland Defense and Security offers non-credit, self-study courses online. These courses are developed by the NPS CHDS teaching faculty and are derived from course content (lecture material and course readings) from the Center's homeland security master's degree curriculum. The courses, offered at no cost, are designed for homeland defense and security professionals who wish to enhance their understanding of key homeland security concepts and require the flexibility of self-paced instruction. NPS does not provide graduate credit for the courses; however, participants are encouraged to check with their agencies and organizations regarding continuing education units/credits. Participants may download a record of completion upon concluding each course.

Six Courses Are Currently Available

Terrorist Financing and State Response



This course examines exactly how far we have come in understanding how terrorists raise, store and transfer funds. It also evaluates and challenges the U.S. government and international community in responding to this problem.

Intelligence for Homeland Security: Organizational and Policy Challenges



To quote a cliché: "There are operational successes and there are intelligence failures." Unfair perhaps, yet the Intelligence Community has been criticized for not preventing the catastrophic events of 9/11. Repercussions of 9/11 have required the Intelligence Community to assess itself and refocus its ability to support Homeland Security. Intelligence agencies have been forced to review some of the basic tenets of the profession and develop new techniques, tactics and procedures to combat the new threats to the security and stability of the United States.

The 11 September 2001 terrorist attacks on the World Trade Center and Pentagon and the ensuing War on Terror have focused the nation's attention on homeland security. This course examines key questions and issues facing the U.S. intelligence community and its role in homeland security and homeland defense. Course reference materials will provide an overview of diverse intelligence disciplines and how the intelligence community operates. Course emphasis will be on issues affecting policy, oversight, and intelligence support to homeland defense/security and national decision-making. The Intelligence Reform and Terrorism Prevention Act of 2004 is presented and the course is shaped to focus on homeland intelligence support issues at the State / Local / Tribal levels.

Homeland Security in Israel



Since its creation in 1948, Israel has had to cope with ongoing periods of terrorism punctuated by periods of war. While this has been an unfortunate reality for Israeli citizens, it has enabled the Israeli authorities to develop a wealth of experience in homeland security policies and practices.

This course will focus on a range of preventive and response policies followed by Israel in the context of its counterterrorism and homeland defense policies. After a brief discussion of the nature of the terrorism threat facing the country, the course then focuses on the legal, organizational and strategic environments that affect Israeli policies before moving to discuss some of Israel's response policies in the context of the response agencies, medical system and the military's Homefront Command.

The Global Jihadi Threat



Islam is a faith of richness and complexity that has manifested itself over time in a broad variety of ways. Unfortunately, it is also used as the basis for the violent ideologies of the Global Jihad. Understanding the fundamentals behind the religion (as well as concepts such as Jihad), the background with respect to the Islamic community's relationship to the West, the position of Muslims in modern-day Western societies and the various permutations of extremist Islamic ideologies is critical in helping policy makers, law enforcement personnel and governmental administrators at various levels relate to Islam and Muslims in an informed manner while also being able to effectively counteract extremist activities and ideas.

This course will provide a brief introduction of the religion, its early history and schisms, the role of Jihad, Islam's relationship to the West and that of individual Muslims within Western countries and the ideologies of Islamic extremism.

- Module 1 focuses on the basic principles of Islam, the origins of the faith and role of the Prophet Muhammad and fundamental schisms.
- Module 2 focuses on the role of Jihad in Islam.
- Module 3 focuses on the historic relationship between Islam and the West and Muslim attempts to address and cope with the reality of contemporary Muslim weakness in the face of Western power.
- Module 4 focuses on the development of Islamic extremism from Muhammad Ibn Abd al-Wahab to Osama Bin Laden.
- Module 5 focuses on the role of Islam and Muslims in the West (particularly in Europe) and the problems involved in integration, which sometimes lead to social isolation and can help create an infrastructure for radicalization. The module also briefly outlines the radicalization process.

Critical Infrastructure: Vulnerability Analysis and Protection



Critical Infrastructure protection is one of the cornerstones of homeland security. While PDD-63 lists 8 sectors, the National Strategy for Protection of Critical Infrastructure and Key Assets lists 11 sectors: Water, Power & Energy, Information & Telecommunications, Chemical Industry, Transportation, Banking & Finance, Defense Industry, Postal & Shipping, Agriculture & Food, Public Health, and Emergency Services. For the purposes of this course, we have divided these into levels with Water, Power & Energy, and Information & Telecommunications forming the first - or foundational - level. Chemical Industry, Transportation, and Banking & Finance are assigned level 2, and the remaining sectors are designated level 3 infrastructures. These levels indicate dependencies - higher levels are dependent on lower levels. Thus we focus most attention on the most fundamental critical infrastructures. This course develops a network theory of vulnerability analysis and risk assessment called "model-based vulnerability analysis" used to extract the critical nodes from each sector, model the nodes' vulnerabilities by representing them in the form of a fault-tree, and then applying fault and financial risk reduction techniques to derive the optimal strategy for protection of each sector. At the completion of the course, students will be able to apply the model-based vulnerability technique to any critical infrastructure within their multi-jurisdictional region, and derive optimal strategies and draft policies for prevention of future terrorist attacks.

Technology for Homeland Security: Inspection and Detection Technologies



(Part 1 of a *Technology in Homeland Security series*.) In a race to detect and prevent future terrorist attacks, the US has accelerated spending and has brought together formerly disparate disciplines to produce cutting edge inspection and detection technologies used to protect against CBRNE attacks. "Nuclear physicists and bioforensics specialists now cooperate with the best brains in behavioral science to

devise ways to reduce the threat of nuclear smuggling and suicide bombers." [1] These collaborate efforts are fueling rapid advances in inspection and detection technologies that are fundamentally reshaping how we detect and prevent terrorist attacks and if necessary how we will respond to both small and large scale incidents.

Inspection and detection technologies are strategic enablers that support Presidential Directive #8, "capability specific priority 3.2.3 Strengthen CBRNE Detection, Response, and Decontamination Capabilities." [2] This course focuses on technologies that enable the early detection of the presence, import, or transport of CBRNE materials.

The objective is to empower the student to influence the plans and actions of homeland security organizations in preventing and preparing for homeland security, homeland defense, and terrorism. Another primary objective of the course is to help the students recognize the possibilities of new technology and novel applications of policies or laws to address threats. The knowledge and skills acquired will make students more effective technology users and help them to recognize opportunities where the application of technology solutions can provide a strategic advantage and therefore make a contribution to homeland security.

[1] Popular Science - SPECIAL REPORT - Technology vs. Terrorism Stephen Handelman

[2] Interim National Preparedness Goal - Homeland Security Presidential Directive 8: National Preparedness



Access to the Self-study Courses is granted to local, tribal, state and federal U.S. government officials; members of the U.S. military; corporate homeland security managers or contractors; homeland security researchers or educators; and students currently enrolled in homeland security degree programs.



"I wanted to say thank you for the opportunity to take the non-credit online courses in Homeland Security. The MA program course descriptions and program are excellent compared to those that I have seen popping up everywhere now that homeland security is gaining more recognition, especially in the Washington, D.C. area. I would not have been able to take this opportunity if your non-credit online program did not exist, due to the time constraints (travel budget and time-away-from-office) of my particular position in Homeland Security."

Larry McDaniel
Program Manager (Ag/Bioterrorism Countermeasures)
DHS / Customs and Border Protection

CHDS EDUCATION AND RESEARCH RESOURCES

HOMELAND SECURITY DIGITAL LIBRARY











The Homeland Security Digital Library (HSDL) is the nation's premier collection of documents relating to homeland security policy, strategy, and organizational management. The mission of the HSDL is to strengthen the national security of the United States by supporting local, state, tribal and federal analysis, debate and decision-making needs, and to assist academics of all disciplines in homeland defense and security related research.

Sponsored by the U.S. Department of Homeland Security's National Preparedness Directorate, FEMA and the Naval Postgraduate School Center for Homeland Defense and Security, the HSDL is composed of homeland security related documents collected from a wide variety of sources. Although largely comprised of reports, this specialized library also provides homeland security subject matter in other formats including videos, slide presentations, maps, databases, and statistics.

Offering a wide range of no cost materials covering contemporary and historical issues in homeland security and its related fields, the HSDL hosts more than 20,000 unique visits each month. The collection contains more than 92,000 documents, all carefully selected and evaluated by a team of librarians and subject-matter specialists. They choose and include resources from government agencies, professional and nonprofit organizations, think tanks, academic institutions, international governments and institutions, and private entities.

The full collection and special features such as Email Alerts, Ask a Librarian, and Critical Releases are available only to account holders; a portion of the collection is open to the public. Request an account: <http://www.chds.us/?auth/create&pgm=HSDL>

The Homeland Security Digital Library is the Everyday Resource for the Homeland Security Professional *Securing the Homeland Through the Power of Information*

Homeland Security Digital Library (HSDL) Resources					
	Resource	Description		Resource	Description
	Critical Releases	Every two weeks, a targeted collection of recently-released documents of particular interest or potential importance are delivered to subscribers		Homeland Security Websites	Browsing homeland security made easy: recommended web sites covering 14 homeland security topics
	Featured Topics	25 topics that feature documents associated with primary topics in homeland security or topics relevant to current issues in homeland security policy and strategy		On the Homefront blog	HSDL librarians created this custom search to help blog readers find postings on topics of interest in the growing community of homeland security
	Policy and Strategy Documents	General policy, national strategy, presidential directives, key legislation and executive order documents		HSDL Collection	Over 90k documents related to homeland security policy, strategy and organizational management from a wide variety of sources including federal, state and local governments; international governments and institutions; nonprofit organizations and private entities
	Research Reports and Theses	Congressional research service (CRS) reports and issue briefs, Government Accountability Office (GAO) Reports and Testimony and Naval Postgraduate School theses and research reports		News Digest Collection	Over 3,400 periodic digests focusing on homeland security
	Ask a Librarian	An e-mail reference service offered by HSDL librarians to registered users with mission-related inquiries		HSDL E-mail Alerts	Stay current on homeland security topics by registering to receive periodic e-mail updates

"... I find it the perfect place to undertake a one-stop shopping review of research that has emerged over the past 24 hours.

*John Rollins
Congressional Research Service
Uses the HSDL daily*

HOMELAND SECURITY AFFAIRS

THE JOURNAL OF THE CENTER FOR HOMELAND DEFENSE AND SECURITY

Homeland Security Affairs Journal

Homeland Security Affairs is the peer-reviewed online journal of the Center for Homeland Defense and Security. Providing a forum to propose and debate strategies, policies and organizational arrangements to strengthen U.S. homeland security, it publishes work that addresses current homeland security and defense issues. The journal focuses on writings that contribute to the understanding and advancement of the field and will encourage discussion and debate among practitioners and academics. These articles reflect best practices in the field and trace the evolution of homeland security as an academic and professional discipline. Topics include new strategies, policies, concepts and data relating to all aspects of homeland security. Contributors to *Homeland Security Affairs* represent the leading subject matter experts and practitioners in the field of homeland security and include instructors, alumni, participants in CHDS programs and partners of CHDS. The journal captures the best of their collective work, as well as that of scholars and practitioners throughout the nation.

The Journal is available at www.hsaj.org.

The screenshot displays the journal's website interface. At the top, the title "HOMELAND SECURITY AFFAIRS" is prominently featured, followed by the subtitle "THE JOURNAL OF THE NAVAL POSTGRADUATE SCHOOL CENTER FOR HOMELAND DEFENSE AND SECURITY". A navigation bar includes links for Home, About the Journal, Review Board, Submission Guidelines, Archives, and Subscribe, along with a search box. The main content area is titled "Volume 7 (2011)" and is divided into two columns. The left column, "Notes from the Editor", lists several articles with their dates and authors, such as "Special Report: Key Issues from the UAPI Continental Security Conference" and "Homeland Security in Real-Time: The Power of the Public and Mobile Technology". The right column, "Research Articles", features a "Supplement 3" section for the IEEE Conference on Technologies for Homeland Security, followed by a list of research articles with small thumbnail images, including "National Preparedness Requirements: Harnessing Management System Standards" and "Protecting Sensitive Information: The Virtue of Self-Restraint". At the bottom of the page, there are two call-to-action boxes: one for e-reader formats and another for a subscription service.

CHDS FACULTY/EXPERTS

Bach, Robert, Faculty. *Expertise*: Border/Customs/Immigration; transportation; ICE; DHS; planning; community support; security issues

Bellavita, Chris, Academic Programs Director. *Expertise*: HS (Homeland Security); leadership development; complexity; public sector organizational development; security planning

Bergen, Richard, Faculty. *Expertise*: Interoperability; information sharing; virtual communities; IT; technology implementation; IT Strategy

Bilotta, John, Faculty. *Expertise*: Media: communications

Brannan, David, Faculty. *Expertise*: Theologically-motivated terrorism; insurgency and terrorism policy; HS policy

Breckenridge, Jim, Faculty. *Expertise*: Psychology of terrorism; crisis communication

Clovis, Sam, Faculty. *Expertise*: Federalism; inter-governmental relations; inter-governmental management

Darken, Rudy, Associate Director of Research. *Expertise*: Gaming and simulation; CIP; vulnerability and risk analysis; resource allocation and budgeting; network analysis

Dahl, Eric, Faculty. *Expertise*: Intelligence; foreign affairs

DeMartino, Robert, Expert. *Expertise*: Public health

Fernandez, Lauren, Faculty. *Expertise*: HS; systems engineering; volunteer management; preparedness measurement; public's HS role

Fukutomi, David, Faculty. *Expertise*: Emergency management

Gordon, Ellen, Associate Director, Executive Education. *Expertise*: State & local government; HS; emergency management

Hocevar, Susan, Faculty. *Expertise*: Organizational behavior; team/inter-agency collaboration; negotiation; consensus building in SSTR

Jones, Seth, Faculty. *Expertise*: HS; counter-insurgency; counter-terrorism

Josefek, Robert, Faculty. *Expertise*: Web 2.0; emerging technologies; risk management; information sharing; economics; allocation

Kiernan, Kathleen, Faculty. *Expertise*: Law enforcement and homeland security; law enforcement and intelligence

Kimerer, Clark, Expert. Law enforcement and homeland security

Lewis, Ted, CHDS Executive Director. *Expertise*: Critical infrastructure; vulnerability/risk analysis; allocation/budgeting; network analysis

Lillibridge, MD, Scott, Expert. *Expertise*: Public health

Mackin, Thomas, Faculty. *Expertise*: Critical infrastructure; blast protection; materials science; sensors/detectors; risk analysis

McKinney, Stan, Director, Executive Education Programs. *Expertise*: Emergency management; disaster management, HS policy

Miller, Patrick, Faculty/ Ventura (CA) Police Chief. *Expertise*: Law enforcement; information sharing; federal intel apparatus; policy

Moghaddam, Fathali M., Faculty. *Expertise*: Culture and conflict; radicalization and terrorism

Morag, Nadav, Faculty. *Expertise*: Islamic radicalism; Middle East terrorism; national security; counter-terrorism policy

Morhard, JD, ESQ, Jim, Expert. *Expertise*: Civil-military relations, homeland security strategy and policy

Nieto-Gomez, Rodrigo, Faculty. *Expertise*: North American geopolitics; impact of new technologies; freedom of speech/information

Rollins, John, Faculty. *Expertise*: Counter-terrorism; national/HS issues; law enforcement strategy/policy

Simeral, Robert, Executive Director, Intelligence Research. *Expertise*: Intelligence; WMD; threat analysis; information sharing enterprise

Smith, Paul Jonathan, Faculty. *Expertise*: Comparative government; counter-terrorism

Stephan, Robert, Expert. *Expertise*: Critical infrastructure; CIP vulnerability/risk analysis; policy and strategy

Strindberg, Anders, Faculty. *Expertise*: Middle East; rejectionism; Islamism; insurgency; terrorism; social psychology/group identity

Supinski, Stanley, Director, Partnership Programs. *Expertise*: Intelligence; civil-military relations

Thomas, Gail, Associate Professor, Graduate School of Business and Public Policy, NPS. *Expertise*: Collaboration; communication

Walker, Mike, Faculty. *Expertise*: Counter terrorism; homeland security policy and strategy

Wilson, JD, Dawn, Director, Office of Special Projects. *Expertise*: HS policy; state/local governmental strategy policy

Wirtz, James, Faculty. *Expertise*: Intelligence; information sharing

Wollman, Lauren, Managing Director of Academic Programs. *Expertise*: Research methods; policy analysis; thesis coordination

Woodbury, Glen, CHDS Director. *Expertise*: Emergency management; HS policy/strategy; state/local HS issues

Zimbardo, Philip, Faculty. *Expertise*: Psychology of terrorism; crisis communication

HIGHLIGHTS OF THE CREATION AND EVOLUTION OF THE CENTER FOR HOMELAND DEFENSE AND SECURITY 2001-2011

August 2001 Office for Domestic Preparedness (ODP) completes training strategy identifying need for graduate education for senior state and local officials

September 2001 NPS undertakes initiative to educate the nation's HS leaders

April 2002 NPS & ODP sign MOU to develop graduate level HS programs

April 2002 Homeland Security Digital Library (HSDL) established as first repository for homeland defense and security documents. Designed to strengthen national security by supporting federal, state, local, and tribal analysis, debate, and decision-making needs and assist academics of all disciplines in homeland defense and security related research.

January 2003 First Center for Homeland Defense and Security (CHDS) Master's Degree Program cohort begins classes. Program created to promote critical thinking to develop actionable policies and strategies while facilitating interagency and inter-organizational cooperation.

January 2003 First governor's Executive Education Seminar conducted by Mobile Education Team (MET) in New Hampshire for Governor Lynch. Seminars conducted at the jurisdiction to prepare senior level state and local officials to examine, define and meet the challenges homeland security poses for their jurisdiction.

April 2004 Goal of three simultaneous master's degree cohorts achieved

September 2004 First master's degree cohort graduates

October 2004 University and Agency Partnership Initiative (UAPI) launched to advance homeland security as an educational discipline across the nation and to act as an intellectual multiplier

January 2005 HSDL opens access to all U.S. government, military, academic, and select private sector organizations

April 2005 First Urban Area MET conducted in Seattle, WA

April 2005 U.S. Department of Homeland Security CHDS Distinguished Fellows Program established

May 2005 Web-based Alumni Network launched

August 2005 First issue of Homeland Security Affairs journal published electronically

September 2005 University of Connecticut first partner to establish a degree program using CHDS curriculum and resources

January 2006 First Alumni Conference conducted in Monterey

April 2006 First self-paced, non-credit, online course available for HS officials

August 2006 Executive Leaders Program (ELP) launched

December 2006 First video podcast of Viewpoints; HS officials discussing current HS issues

January 2007 Army National Guard Certificate Program begins in Missouri and Arizona

June 2007 First National Capital Region Master's cohort launched

June 2008 Second National Capital Region cohort launched; goal of five simultaneous MA cohorts achieved

June 2008 HSDL obtained Federal Depository Library status

December 2008 Tenth CHDS master's degree cohort graduated

July 2009 Web 2.0 Workshop brought together experts from various disciplines to examine application of Web 2.0 technologies to enhance homeland security practices

July 2010 Inaugural Fusion Center Leaders Program, an executive level educational program for fusion center directors, is conducted in Monterey

October 2010 First Watermark, the magazine of the CHDS alumni, is published

November 2010 CHDS named the Most Effective Federal Government Security Program, Project or Agency as well as Best Homeland Security Training/Higher Education Program by Government Security News

December 2010 First CHDS Continental Conference conducted with representatives from Canada, Mexico and the U.S. to address North American cross-border security and explore the value of a sustained multi-national consortium

February 2011 CHDS launches UAPI website, dedicated solely to curriculum development and scholarly support for homeland security educators



NAVAL POSTGRADUATE SCHOOL
CENTER FOR HOMELAND DEFENSE AND SECURITY
THE NATION'S HOMELAND SECURITY EDUCATOR



NAVAL POSTGRADUATE SCHOOL CENTER FOR HOMELAND DEFENSE AND SECURITY

INQUIRY

9/11 ushered in a new era. The need for a neutral educational forum to promote inquiry, discussion, and understanding to create strategies to defend against domestic threats to the nation and its citizens was apparent. The Center for Homeland Defense and Security is the forum for that inquiry, allowing leaders across many disciplines and agencies to collaborate and create new world solutions to new world problems.

STRATEGY

CHDS graduate education programs build critical thinking skills as well as promote strategy and policy development. Fostering strategic thinking leads to planning and implementing courses of actions to apply to actual world problems. As a result, agencies and organizations are better prepared to deter, defend against, respond to and recover from not only terrorist activities, but natural catastrophes, public health emergencies, threats to critical infrastructure and other security challenges.

INNOVATION

The field of homeland security is dynamic and requires creative ways to learn and collaborate. Over the past nine years, CHDS has consistently developed and delivered innovative curriculum and advanced education technologies to connect strategy and policy objectives to professional adult learners at all levels of government.



VISIT WWW.CHDS.US

"THE NATION'S HOMELAND SECURITY EDUCATOR"

