

# A National Homeland Security Network

## Alumni Include

### MASTER'S DEGREE

**Chief Rick Braziel**

Police Chief, Sacramento Police Department  
Sacramento, California

**Capt. Mark Dolan**

Chief, Current Operations, Coast Guard Command Center  
U.S. Coast Guard, U.S. Department of Homeland Security

**Charley English**

Director, Georgia Emergency Management Agency  
State of Georgia

**Chief Cathy Lanier**

Chief of Police, Metropolitan Police Department  
Washington, D.C.

**BG Michael McDaniel**

Governor's Advisor for Homeland Security  
Department of Military & Veterans Affairs  
State of Michigan

**Christopher Pope**

Director of Homeland Security and Emergency Management  
State of New Hampshire

**Susan Reinertson**

Regional Administrator, Region 10  
Federal Emergency Management Agency  
U.S. Department of Homeland Security

**Chief Michael Weinlein**

Assistant Chief, Manhattan Borough Commander  
New York City Fire Department (FDNY)

**Harry Mayer**

Regional Emergency Coordinator  
U.S. Department of Health and Human Services

**Nestor Duarte**

Assistant Special Agent In-Charge  
Federal Bureau of Investigation

**Chris Hetherington**

Corporate Crisis Management Officer  
Office of Business Continuity  
Citigroup

**Gregory Mandoli**

Special Agent, San Francisco JTTF  
U.S. Immigration & Customs Enforcement  
U.S. Department of Homeland Security

**John Paczkowski**

Director, Office of Emergency Management  
Port Authority of New York & New Jersey

**Chief Donald Reed**

Deputy Chief Land Branch, J35, Future Operations  
U.S. Northern Command

**Shelly Schechter**

Director, Office of Public Health Preparedness  
Nassau County Department of Health, New York

### EXECUTIVE LEADERSHIP PROGRAM

**Capt. James Bjostad**

Military Assistant to the Principle Deputy Director  
of National Intelligence  
U.S. Coast Guard, U.S. Department of Homeland Security

**Nancy Dragani**

Executive Director, Ohio Emergency Management Agency  
State of Ohio

**Stephen Iannucci**

Managing Director, Emergency Preparedness  
Bear Stearns

**Jay Manning**

Section Chief  
Federal Bureau of Investigation

**Chief Richard Serino**

Chief, Boston Emergency Medical Services  
Assistant Director of Public Health  
Boston, Massachusetts

**Commissioner Frank Cruthers**

1st Deputy Commissioner  
New York City Fire Department (FDNY)

**Alecia Edgington**

Executive Director, Kentucky Office of Homeland Security  
Commonwealth of Kentucky

**MG Timothy Lowenberg**

Adjutant General  
Director, Washington Military Department  
State of Washington

**Robie Robinson**

Director, Office of Security and Emergency Management  
Dallas County, Texas

**Chief Alan "A.D." Vickery**

Assistant Chief  
Seattle Fire Department  
Seattle, Washington

# Five Years of Meeting the Homeland Security Challenge

## ANNIVERSARY REPORT

Center for Homeland Defense and Security

Celebrating  
**5 YEARS**

NAVAL POSTGRADUATE SCHOOL



# LETTER FROM THE NPS PRESIDENT

The Naval Postgraduate School (NPS) is very proud of our Center for Homeland Defense and Security and their accomplishments over the past five years. Their contributions to homeland and national security are clearly visible now, but even more importantly, the educational foundation that they have provided our nation's leaders will serve the country well into the future.

Since January 2003, the Center for Homeland Defense and Security has served as a neutral educational forum for bringing together leaders from across the nation. They discuss and debate homeland security issues and work together to develop solutions to protect the American people.

Through graduate education and executive level coursework, seminars, and research, homeland security leaders gain analytical skills and substantive expertise to prevent, deter, and respond to terrorist attacks and to bridge gaps in interagency and civil-military cooperation.

The Center has assembled a world class faculty that leverages the diverse talent not only of NPS, but also of academic institutions from across the United States. Faculty research and publications, as well as theses produced by homeland security master's degree graduates, are providing solutions to complex policy challenges and facilitating debate on important national issues.

I want to thank the Center's primary sponsor, the U.S. Department of Homeland Security, for its vision in supporting development of academic programs that are building local, state, tribal, federal and private sector homeland security preparedness through the education of leaders.

In addition, the Center's success can be attributed to strong partnerships it enjoys with many other government agencies and academic institutions that have come together in an unprecedented way to share resources and collaborate on developing a new professional and academic discipline called homeland defense and security.

Please join me in congratulating the NPS Center for Homeland Defense and Security on its achievements and thanking all of our sponsors, partners and stakeholders for their commitment to realizing a safe and secure nation.

Daniel T. Oliver

# CHDS AT A GLANCE

## Master's Degree Program

- 120 local, state and federal leaders from diverse disciplines are enrolled in 4 cohorts
- Classes are conducted in Monterey, CA and the National Capital Region
- 179 leaders have participated in the program and produced research that is solving homeland security challenges across the nation
- Graduating 3 cohorts (90 officials) per year

## Mobile Education Team (MET) Executive Education Seminars

- 95 MET seminars have been conducted around the country for more than 2800 senior local, state, and federal officials

## Executive Leadership Program

- 57 alumni representing the most senior public and private sector homeland security officials
- 2 new cohorts each year; graduating more than 60 leaders annually

## University and Agency Partnership Initiative

- 135 member institutions in 39 states
- Conducted 5 "Educate the Educator" workshops attended by more than 75 institutions
- CHDS sponsors with DHS and U.S. NORTHCOM's HSDEC an annual Education Summit that attracts more than 100 agencies and academic institutions

## Homeland Security Digital Library (HSDL) - [www.hSDL.org](http://www.hSDL.org)

- 225,000 visits in 2007
- Exceeds 20,000 visits per month from 400 agencies, academic institutions and the military
- Over 55,000 documents selected by a staff of librarians and subject matter experts

## Homeland Security Affairs Journal (HSAJ) - [www.hsaj.org](http://www.hsaj.org)

- 62,621 readers in 2007; readership includes policy-makers, practitioners, and academics from around the world
- Published 35 peer-reviewed articles and 15 essays in eight quarterly issues

## Online Courses

- Offering 4 on-line courses with plans for adding 2-3 new courses each year
- 1700 homeland security practitioners enrolled

## Podcasts: Viewpoints in Homeland Defense and Security

- 22 downloadable Viewpoints interviews conducted with homeland security leaders
- In 2007, Viewpoints was visited 3,290 times on the CHDS website and was downloaded 21,574 from Apple's iTunes

## CHDS Serves as a National Resource

- The CHDS website had 402,262 visits in 2007 and served 102,801 different users; the various resources offered at the site were viewed more than 6.3 million times

PRIMARY SPONSORS



FEMA



U.S. Navy



U.S. Northern Command



F.B.I.

CHDS Milestones

### AUGUST

DOJ Office for Domestic Preparedness (ODP) study identifies need for graduate education for senior state and local officials

### NOVEMBER

NPS & ODP begin collaborating on HS leadership development programs

### APRIL

HS Digital Library established as first repository for HD/S documents

2001

2002

### SEPTEMBER

NPS undertakes initiative to educate the nation's HS leaders

### APRIL

NPS & DOJ sign MOU to develop graduate level HS programs

# BUILDING A NATIONAL HOMELAND SECURITY DISCIPLINE

# ACADEMIC EXCELLENCE

The Center's classrooms are a one of a kind learning environment that breaks down stovepipes and builds professional networks. Each Master's Degree and Executive Leadership cohort is designed to be a snapshot of homeland security across the nation and includes local, state, and federal leaders from diverse disciplines.

The "Alumni Network" webpage provides students and alumni across the country with secure on-line forums to seek advice from one another, share information and work collaboratively to address issues.



The Alumni Association is a National Think Tank that is growing by more than 150 Master's Degree and Executive Leadership Program graduates each year.

Alumni are leaders responsible for policies, strategies and organizations that support the nation's homeland security system.

The Alumni Association as an organization contributes to the development of the discipline through on-going research, collaboration, and DHS special projects.

"The Alumni Network continues to provide a wealth of knowledge nation-wide that I personally have relied on and look forward to reading daily. "

Jennie Temple, Homeland Security Planner, South Carolina Law Enforcement Division

Since 2003, CHDS has conducted:

- 43 State METs for individual governors and their cabinets
- 19 Urban Area METs for senior urban area leaders
- 33 Topical seminars covering issues ranging from COOP/COG to Agro-terrorism to Risk Communication

The scope of the MET program allows it to bridge the uniqueness of each jurisdiction and through discussion and debate facilitate the recognition of core homeland security concepts that need to be understood and addressed by leaders at all levels of government.

Homeland defense and security as an academic field is still evolving. Through classroom discussion, research, publications, and partnership workshops, CHDS is a leader in defining this new discipline of study.

## Rigorous Application Process

Every six months, more than 800 on-line applications are opened. Approximately 17% are completed and submitted for consideration due to the rigorous eligibility, application (e.g. essays), and curriculum requirements. The application is designed to ensure that selected applicants will:

- Be able to successfully meet NPS' high graduate education standards
- Contribute valuable insight and perspectives to classroom debates
- Produce quality research and theses that contribute to the homeland security knowledge base
- Maximize their agency's and the federal government's investment in their education by continuing to be a leader and innovator in homeland defense and security

## Independent Evaluation

Core CHDS programs are evaluated by independent evaluators to ensure that learning objectives are achieved and the curriculum content continues to evolve as homeland security across the nation matures.

## Theses and Research

Master's Degree students conduct research and write theses on actual policy development issues confronting local, state, tribal and federal government; many theses are being implemented around the country and are cited as "best practices."

*Towards a Strategic Approach to Special Events Management in the Post-9/11 World*, G.B. Jones - used by FBI and DHS for counterterrorism preparedness in support of major special events.

*Building a Contingency Menu: Using Capabilities-Based Planning for Homeland Defense and Homeland Security*, Thomas Goss - cited as suggested reading by DHS in the National Preparedness Goals.

*Implementing Maritime Domain Awareness*, Robert Watts - implemented as MDA policy in USN and USCG; used as basis of the National Maritime Security Strategy.

## World-Class Faculty

- Internationally recognized instructors from NPS as well as other academic and research institutions around the country.
- Faculty are well published and collaborate with program participants on pilot projects that take academic concepts out of the classroom and into the field.
- Ph.D. instructors are paired with seasoned practitioners to ensure participants receive the academic foundation of concepts and models as well as the relevancy to current homeland security challenges.

## Recent Faculty Publications

### Psychology of Terrorism

This ground-breaking and comprehensive resource is the only text on psychology and terrorism. Edited by Bruce Bongar, Lisa M. Brown, Larry E. Beutler, James N. Breckenridge and Philip G. Zimbardo. September 2006

### Critical Infrastructure Protection in Homeland Security: Defending a Networked Nation

A scientific approach to the new field of critical infrastructure protection. Ted G. Lewis. April 2006

Bach, Robert "Transforming Border Security: Prevention First" Homeland Security Affairs I, no. 1 (2005).

Bellavita, Christopher "Changing Homeland Security: What Should Homeland Security Leaders Be Talking About?" Homeland Security Affairs II, no. 2 (2006)

Brannan, David "A Scorecard for the War on Terror" The Christian Science Monitor June 29, 2006, p.8.

|   |   |  |   |  |   |
|---|---|--|---|--|---|
| <b>JANUARY</b><br>1st Master's degree cohort begins                           | <b>SEPTEMBER</b><br>2nd simultaneous Master's degree cohort added | <b>OCTOBER</b><br>University & Agency Partnership Initiative launched                      | <b>JANUARY</b><br>HS Digital Library opens access and becomes national resource | <b>MAY</b><br>Web-based Master's Degree "Alumni Network" launched                | <b>AUGUST</b><br>1st issue of Homeland Security Affairs Journal published         |
| <b>2003</b>   |   |  | <b>2004</b>   |  |   |
| <b>JANUARY</b><br>1st Governors MET conducted in New Hampshire for Gov. Lynch | <b>APRIL</b><br>3rd simultaneous Master's degree cohort added     | <b>DECEMBER</b><br>Center shifts all web technology to "open source" to facilitate sharing | <b>APRIL</b><br>1st Urban Area MET conducted in Seattle, WA                     | <b>JUNE</b><br>On-line application process for Master's degree program activated | <b>SEPTEMBER</b><br>UConn launches degree program using CHDS curriculum/resources |
| <b>2005</b>   |   |  |   |  |   |

# A FOUNDATION OF PARTNERSHIPS

The Center's foundation is built on a national network of partnerships – from its primary sponsors the U.S. Department of Homeland and the Navy to local, state, tribal, and federal agencies, academic institutions, the private sector, and Congress. It is the foundation of partnerships that allows NPS to serve as a trusted broker and its diverse partners to openly share ideas in the neutral setting that NPS provides.

Many local, state, and federal agencies - Seattle Fire Department, U.S. Coast Guard, U.S. Northern Command, NJ State Police, the FBI – partner with CHDS and use the Center's programs to develop their leaders and shape agency policies and strategies.

“ We are doing business differently since 9/11 and NPS has greatly influenced that process. Graduates are able to think broadly about the threat environment and that has a direct and global impact on strategies and policies for the Department. ”  
 -FDNY Deputy Assistant Chief, Joseph Pfeifer.

## FDNY Partner Profile

- Partner Since: 2003
- # of Master's Degree Alumni: 11
- # of Masters' Degree Participants: 5
- # of Executive Leadership Program Alumni: 2
- # of Executive Leadership Program Participants: 1



The University and Agency Partnership Initiative provides a cost-effective way to educate thousands of students nationwide by reducing the expense and difficulty of universities and agencies having to “reinvent the wheel” and build their own curricula and programs from scratch. CHDS shares with partners its course materials and resources. In return, partners share their curriculum and specialized expertise with CHDS and other partners.

**The Pacific Basin Development Council (PBDC)** and CHDS have partnered since 2004 to advance the discussion of homeland security issues facing the Governors and leadership of the Pacific area - Northern Mariana Islands, American Samoa, Guam, and Hawaii. The partnership has conducted 4 regional METs and 3 topical issue seminars focusing on public health, emergency resources, and information and intelligence sharing. This effort has yielded strong relationships among the federal, state, military and territorial participants which have significantly furthered the safety and security of the region.



# A NATIONAL RESOURCE

CHDS leverages the federal investment in the Center by using cutting-edge technology to create a “multiplier effect” that pushes out around the United States the Center's research, courses, learning systems, and other resources to support academic institutions and the tens of thousands of officials who are shaping the nation's maturing homeland defense and security.



## Homeland Security Digital Library

The nation's premier collection of homeland security policy and strategy related documents, presidential directives and specialized resources from universities and agencies.



## Curriculum Content

The University and Agency Partnership Initiative website provides members access to CHDS' and other partners' curriculum and course materials.



## On-line Courses

Non-credit versions of the master's degree courses are available on-line for officials who wish to enhance their understanding of key concepts but require the flexibility of self-paced instruction.



## Publications, Research and Theses

A listing of more than 220 published articles, books and presentations by CHDS alumni and faculty as well as a complete list of master's degree theses.



## Homeland Security Affairs Journal

A national forum to propose and debate homeland security policies, strategies, and organizational arrangements. The peer-reviewed academic journal is published quarterly on-line. CHDS also holds an annual essay contest to stimulate original thought on homeland defense and security issues.



## Multi-media Gaming and Simulation

These innovative tools are developed to support CHDS on-line instruction and are available to agencies and universities to assist in their preparedness training and education initiatives.



## Podcasts: Viewpoints in Homeland Defense and Security

Viewpoints are downloadable interviews conducted with homeland security leaders. The interviews are also available at Apple's iTunes website.

|  |   |  |  |   |   |
|--|---|--|--|---|---|
| <b>JANUARY</b><br>1st Annual Alumni Conference and formation of the Alumni Association | <b>APRIL</b><br>1st self-paced, non-credit, on-line course available for HS officials | <b>DECEMBER</b><br>1st pod-cast of Viewpoints; HS officials discussing current HS issues | <b>FEBRUARY</b><br>1st Annual Homeland Defense and Security Education Summit   | <b>MAY</b><br>1st Short Course offered; one week Intel course conducted for TSA   | <b>SEPTEMBER</b><br>1st annual Homeland Security Essay Contest is announced   |
| <b>2006</b>  |   |  | <b>2007</b>  |   |   |
| <b>FEBRUARY</b><br>1st University & Agency Partnership workshop conducted              | <b>AUGUST</b><br>Executive Leadership Program launched                                | <b>JANUARY</b><br>Army National Guard Certificate Program begins in Missouri and Arizona | <b>APRIL</b><br>HS Digital Library opens a “restricted section” for authorized users to access intel alerts and unclassified “For Official Use Only” documents | <b>JUNE</b><br>4th simultaneous Master's degree cohort added in National Capital Region; DHS leaders participate as part of the DHS Homeland Security Academy | <b>OCTOBER</b><br>2nd Executive Leadership Program cohort added; DHS leaders participate as part of the DHS University System |