

CENTER FOR HOMELAND DEFENSE AND SECURITY

2016

ANNUAL REPORT

INQUIRY • STRATEGY • INNOVATION



FEMA

THE NATION'S HOMELAND SECURITY EDUCATOR

A MESSAGE FROM THE DIRECTOR

Dear Homeland Security Partners,

The Naval Postgraduate School's (NPS) Center for Homeland Defense and Security (CHDS) through 2016 continued its mission of innovation, critical thinking and policy development through leading-edge education and research.

The Center's gold-standard programs are cultivating homeland security leaders across the nation and offering real-world solutions to the agencies our students and alumni represent. The past year saw CHDS graduates drive positive change in such areas as the National Terrorism Advisory System, anti-radicalization in prisons, active shooters, natural disasters and academia, among others.

A growing CHDS master's degree alumni network added 86 alumni for a total of 932 graduates, who comprise a national network of homeland security professionals across the country.

A stable of Executive Education programs the Center offers continued to solidify and expand.

The Executive Leaders Program (ELP) brought 62 new alumni to its network, which currently totals 575 alumni. ELP provided the basis for three additional executive programs that continue to thrive - the Fusion Center Leaders Program (FCLP), the Pacific Executive Leaders Program (PELP), and the Radiological Emergency Preparedness (REP) Executive Education Program. Entering its sixth year, the FCLP offered two iterations during 2016 and added 55 alumni, for a total of 410 graduates.

Similarly, the PELP offered two iterations and grew its alumni network by 36 participants to 186 since its 2011 inception. REP presented three iterations to 76 participants, resulting in 180 total alumni for the program.

Two more Center programs continue to expand homeland security education across the nation - the University and Agency Partnership Initiative (UAPI) and the Executive Education Seminars, which are taught by Mobile Education Teams (MET). UAPI freely shares homeland security educational curricula with colleges and universities, while also convening educators annually to discuss curriculum and faculty development. During 2016, UAPI added five institutional partners, for a total of 371 educational organizations participating. Individual UAPI participants grew by 113 to 1,389.

There were 24 MET seminars during 2016 with five focused on urban areas, five on state level issues, four topical, and nine city Seminars. The Center delivered one week of the Emergency Management Executive Academy conducted at the Emergency Management Institute with 39 participants.

The Center remains positioned to assist homeland security professionals and thought leaders facing emerging issues. In addition to its educational programs, the Center provides resources for professionals in the field. The Homeland Security Digital Library (HSDL), the nation's largest repository of vetted homeland security documents, added more than 1,000 individual accounts and more than 20,000 account holders have access to its more than 200,000 documents.

The Center remains committed to continued work with the U.S. Navy, the Department of Homeland Security (DHS), the Federal Emergency Management Agency (FEMA) and all of our state and local partners to contribute towards a safer United States in 2017.

Truly yours,



Glen Woodbury
Director, Center for Homeland Defense and Security

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The Naval Postgraduate School (NPS) Center for Homeland Defense and Security (CHDS) remained the gold-standard educational resource in 2016, continuing its mission of innovation, critical thinking and policy development.

MISSION

To strengthen the national security of the United States by providing graduate level educational programs and services that meet the immediate and long-term leadership needs of organizations responsible for homeland defense and security.

VISION

The Center will become the nation’s leading educational institution for the innovation and refinement of highly relevant curricula, the creation of depositories of applicable knowledge and the national center for the distribution, transfer and exchange of homeland defense and security information and educational products.

PROGRAM GOALS

- Strengthen national capacity for homeland security by advancing the study of homeland security as a substantive field of research, scholarship, and professional discipline.
- Create a “multiplier effect” to maximize federal investment — share program content, research results, and educational resources across the nation to build national homeland security preparedness through education.

2016 QUICK FACTS

The Center for Homeland Defense and Security (CHDS) is located at the Naval Postgraduate School in Monterey, CA. Since 2003, CHDS has conducted a wide range of programs focused on assisting current and emerging leaders in Homeland Defense and Security to develop the policies, strategies, programs, and organizational elements needed to defeat terrorism and prepare for and respond to natural disasters and public safety threats across the United States. The programs are developed in partnership with and are sponsored by the National Preparedness Directorate, FEMA.

GENERAL

CHDS website account holders	85,409	Accounts created in 2016.....	5,696
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PROGRAMS

Master's Degree Program

Current Students	117
Master's Alumni.....	932
Total Cohorts	38
Graduated Cohorts	34
In Progress Cohorts	4

Executive Leaders Program (ELP)

Current Students	62
ELP Alumni	575
Total Cohorts	19
Graduated Cohorts	17
In Progress Cohorts	2

Executive Education Seminars (MET)

MET Seminars.....	24
By State.....	5
By City	9
By Urban Area	5
By Topical	4
Regional.....	1
Total MET Seminars	360
Leaders since 2003.....	11,900+

Fusion Center Leaders Program (FCLP)

Alumni.....	410
Cohorts completed	16

Pacific Executive Leaders Program (PELP)

Alumni.....	186
Total Cohorts	9

Radiological Emergency Preparedness Program (REP) Executive Education Program

Alumni.....	180
Cohorts Completed	7

University and Agency Partnership Initiative (UAPI)

UAPI Participants.....	1,388
UAPI Participants registered in 2016	113
Sponsored conferences, workshops, and summits	12
Universities or educational institutions represented by current participants	371
Total attendees.....	1,963

National Emergency Management Executive Academy (EMEA)

Alumni.....	179
Academies Conducted	5

RESOURCES

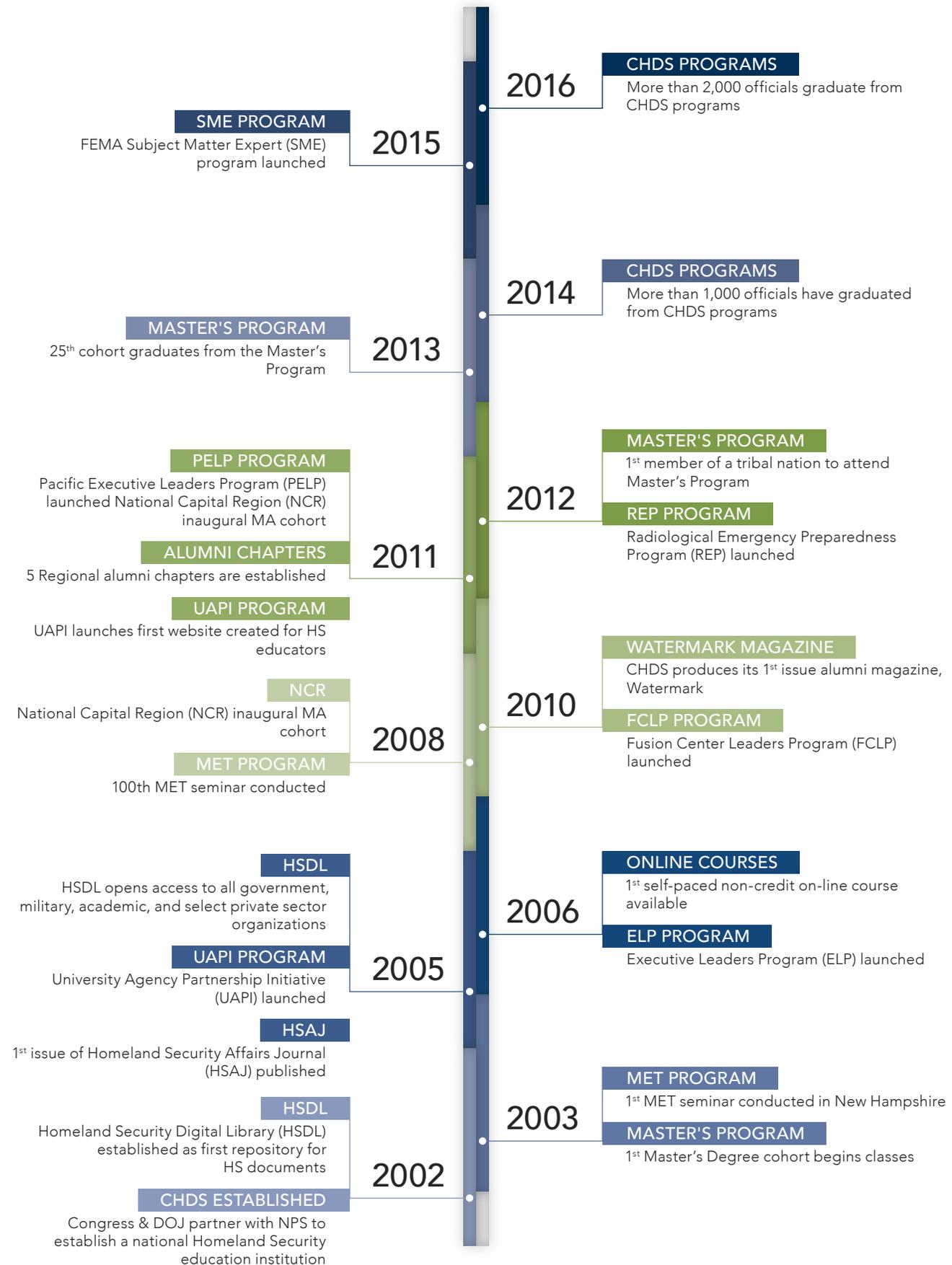
Homeland Security Digital Library (HSDL)

Documents in the HSDL Collection	166,000+
Documents in the Restricted Collection.....	14,800+
Featured topics	31
Blog posts	138
Individual account holders.....	22,929
Restricted collection account holders	9,195
Organization-wide access.....	750
Subscribers to Critical Releases in Homeland Security.....	32,780
Subscribers to the HSDL Quarterly Newsletter...	34,980

Homeland Security Affairs Journal

Research articles	121
Essays	95
Subscribers.....	4,505
Email notices sent to entire database.....	85,409

CHDS MILESTONES



MASTER'S DEGREE PROGRAM

YEAR: 2016

	TOTAL
Graduated Cohorts	3
New Master's Alumni	86
In Progress Cohorts	4
Current Students	117

SINCE INCEPTION JANUARY 2003

	TOTAL
Master's Alumni	932
Total Cohorts	38
Graduated Cohorts	34
In Progress Cohorts	4

The CHDS Master's Degree Program brings local, state, tribal, territorial and federal homeland security leaders together in a unique learning environment.

Participants are current or rapidly advancing leaders from diverse homeland security disciplines including, but not limited to, law enforcement, fire service, emergency management, military and public health. The diversity of expertise participants bring to the classroom facilitates the exploration of homeland security issues from different perspectives and strengthens participants' professional networks.

Master's students comprise five concurrent cohorts, three in Monterey and two in the National Capital Region.*

*As of December 31, 2016, next cohort start date is May 2017.



Master's Degree program graduating class stand in front of Herrmann Hall, NPS.



32 Students represent the diverse homeland security community across one country.

Some of my favorite memories at CHDS are the in-depth discussions on emerging issues. Those discussions often started in the classroom but continued after class and then when we were all at home. Finding a group of homeland security experts who could give various insights into very difficult problems is priceless. Those discussions have continued even after graduation."

Michelle Tonelli
Attorney
U.S. Department of Homeland Security
Master's Cohort 1501/1502

Students admitted to the program hold positions with significant homeland security-related responsibilities, and the demands of their jobs prevent most of them from enrolling in a traditional in-residence MA program. To accommodate their time constraints, students are in-residence only two weeks every quarter, a total of 12 weeks for the 18-month program. Students complete the remainder of their coursework via the web. Participants spend an average of 15 hours per week during the network-based learning periods of study.

CHDS Master's Degree Program students complete course papers and a thesis on policy issues confronting their jurisdiction, state or sponsoring organization; theses and papers are being implemented by agencies around the nation to solve homeland security challenges.

The Master of Arts degree in Security Studies provides leaders with the knowledge and skills to:

- Develop strategies, plans and programs to prevent, mitigate and respond to disastrous events within the United States
- Build organizational arrangements needed to strengthen homeland security, including local, state, tribal, territorial, federal, civil-military, private sector, and interagency cooperation
- Improve homeland security preparedness by conducting real-world actionable policy and strategy development

Photos by Javier Chagoya,
NPS Public Affairs Office Photographer.



THE IMPACT OF CHDS EDUCATION

MASTER'S DEGREE ALUMNI EXEMPLARS 2016

The CHDS classroom is a place where Master's program participants think critically about homeland security issues, work collaboratively to develop strategic solutions, and research and write course papers along with a final thesis. These original works concentrate on proposing creative policies, strategies and approaches to the public safety challenges facing their agencies and the broader homeland security community. The following exemplars show the impact of a CHDS education on the safety and security of our nation.

DEVELOPING A NEW CONTEXT FOR LEADERSHIP DEVELOPMENT IN THE LOS ANGELES FIRE DEPARTMENT

Trevor M. Richmond
Assistant Fire Chief, Los Angeles Fire Department

Leadership development in the fire service and other homeland security entities is in need of an assessment. Homeland security leaders are pointing to leadership as the single biggest determinant of success of the homeland security enterprise in the near term. How these entities have approached leadership development in the past has not proven in any empirical way that it is developing better leaders. Perhaps this approach is wrong, and leadership training needs to look to the broader social environment for insights into effective leadership development. This thesis examined how the Los Angeles Fire Department (LAFD) and similar homeland security entities could take advantage of the contemporary thoughts on leadership development to prepare their leaders better. This thesis assessed the Los Angeles Fire Department Leadership Academy through a formative evaluation of the current educational contexts and concluded that much of the existing educational framework was not responsive or representative of current thoughts on effective leadership development. Lastly, this thesis offered a new narrative for leadership development in the LAFD and other homeland security entities by pivoting the understanding of leadership development as an individual process to leadership development as a social process.

Read the Thesis: <https://goo.gl/lbD5KL>

WHAT IS THE PROBLEM TO WHICH THE ANSWER WAS PUBLIC LAW 83-280: HOW IS IT WORKING OUT AND WHAT SHOULD WE DO NEXT

Margaret Muhr
Emergency Services Manager, Agua Caliente Band of Cahuilla Indians

This thesis explores the stakeholders' positions in relation to the implementation of Public Law 83-280 (PL 280). PL 280 mandated that states assume jurisdiction on reservation land. The thesis investigates how the uniqueness of this law has caused multi-dimensional problems including; collaborations/partnerships, familiarity with the law, compliance with the law, law enforcement effectiveness and/or impacts, cultural competence, and training/education. The main claim for this thesis is that PL 280 was written as an unfunded mandate without the consent or input from the Tribes and was enacted without clear guidance for implementation. The thesis investigates whether creation of a best practice model would create a collaborative relationship among Tribes and public safety agencies, communication among multiple disciplines, unified leadership and command on an incident, and improvement for all public safety planning. The research identifies what the existing relationships are, what is lacking at an operational level, what training is available, what the challenges have been, and what the next steps should be in order to improve the process of this law.

Read the Thesis: <https://goo.gl/x5KLQ7>

NOW IS THE TIME FOR CVE-2. UPDATING AND IMPLEMENTING A REVISED U.S. NATIONAL STRATEGY TO COUNTER VIOLENT EXTREMISM

Thomas (Tom) J. Davis
Captain, Lynnwood Police Department

The United States (U.S.) national strategy countering violent extremism (CVE) has yet to be updated and currently does not provide the necessary national framework to best combat self-radicalization and violent extremism (VE) in the United States. If people subscribe that the need for an updated strategy is evident, then the question is “What are the necessary and effective components of the national U.S. CVE strategy that best prevent self-radicalization and VE in the United States?”

This research examined the concepts and strategies surrounding extremism and self-radicalization in the U.S., the United Kingdom (UK) and Australia. Through this analysis, multiple findings and recommendations were made. One such finding was the identification of overarching elements that, if implemented, would increase the effectiveness and applicability of the U.S. CVE strategy. These elements include: 1) identifying the federal agency in charge of administering the U.S. CVE strategy, 2) developing a more robust and actionable national CVE framework, 3) refocusing the federal government on support and not local engagement of CVE, 4) requiring all CVE related terms be defined in every document, and 5) requiring regular evaluations and updates of the U.S. CVE strategy. The details of these and other findings are contained in this thesis.

Read the Thesis: <https://goo.gl/jjxcRO>

SILENT WARNING: UNDERSTANDING THE NATIONAL TERRORISM ADVISORY SYSTEM

Roy B. Brush

National Terrorism Advisory System Coordinator, Department of Homeland Security

This research investigated two questions: How effective is the United States Department of Homeland Security (DHS) National Terrorism Advisory System (NTAS) when compared to its predecessor, the Homeland Security Advisory System? And, does NTAS provide sufficient decision advantage for the nation it serves? The research methodology/design used a comparative analysis of results observed for each system as it addressed the problem set presented in a case study. The research found that NTAS is effective but continued improvement is needed.

These improvements include: the formal establishment of a DHS Office of Counterterrorism Coordination; the renewal of the DHS Counterterrorism Advisory Board Charter or other appropriate governance documents to ensure sustainment of necessary decision making and execution authority for NTAS; refine the NTAS Concept of Operations to better demonstrate the system’s scalable outcomes other than an NTAS-generated alert, such as Joint Intelligence Bulletins, Joint Threat Assessments, etc.; NTAS-related outreach and education efforts with the homeland security enterprise and the public; and the improvement of communication aspects of NTAS integrating with other warning systems, such as the Integrated Public Alert and Warning System. These improvements are critical in sustaining the current effectiveness of the system and ensuring its future success.

Read the Thesis: <https://goo.gl/Fg4sSP>

THE AURORA THEATER SHOOTING EXPERIENCE: CONSIDERATIONS FOR MULTI-JURISDICTIONAL/MULTI-DISCIPLINARY RESPONSE TO MASS SHOOTING EVENTS

Sam McGhee

Lieutenant, Emergency Services Coordinator, Colorado Police Department

Sam McGhee, Lieutenant, Emergency Services Coordinator, Aurora, Colorado Police Department Challenges in the 21st-century United States have proven monumental for those charged with providing public safety. Due to the grim rate of evolving threats, innovative thinking, planning, responding, and recovering have been necessary since the attacks of 9/11. As such, the many disciplines within the first responder community have reinvented the ways in which they respond to emergency situations.

Among the emerging and increasing threat scenarios is the active shooter mass casualty situation, which a 2014 Federal Bureau of Investigation (FBI) study of 160 active shooter cases showed to be on the rise. Between 2000 and 2013, the rate of active shooter events rose from 6.4 to 16.4 incidents per year—leading to an overall average of 11.4 per year. If one considers that 70 percent of the incidents occurred in either commerce, business, or educational venues, it illustrates the challenge facing first responders.¹ These types of locations are considered soft targets, and active shooter incidents exploit the extreme vulnerability of venues where members of the community traditionally feel safe. These attacks also exemplify the unpredictability of when or where the next incident might occur.

Read the Article: <https://goo.gl/89yHcC>

117 CURRENT STUDENTS BY JURISDICTION AND DISCIPLINE

JURISDICTION	TOTAL	DISCIPLINE	TOTAL
Federal	48	Homeland Security	56
City	18	Law Enforcement	29
State	18	Fire Service	16
Local	18	Emergency Management	9
County	10	Government Administrator	5
Military	5	Public Health	5
		National Guard	4
		Air Force	1
		Education	1
		Public Safety	1

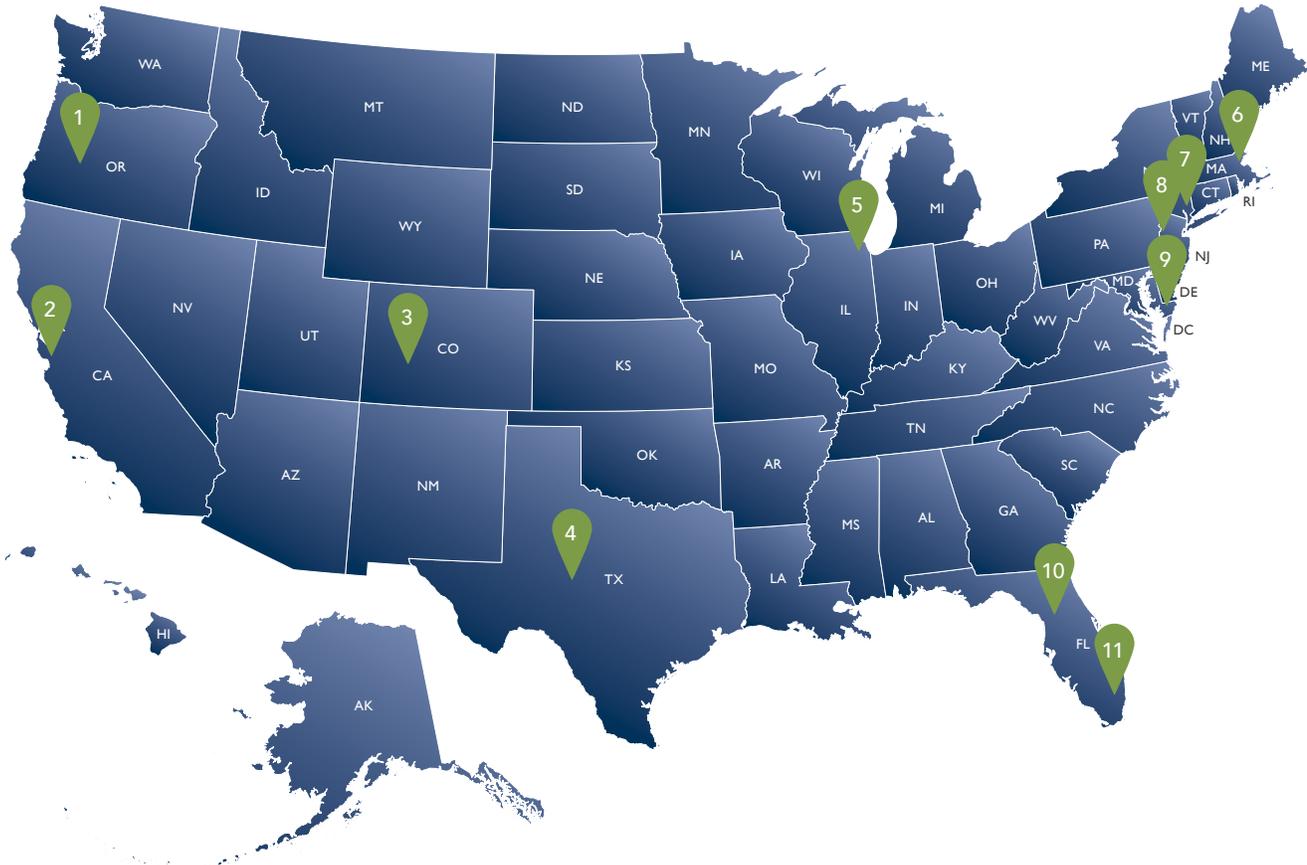
932 ALUMNI BY JURISDICTION AND DISCIPLINE

JURISDICTION	TOTAL	DISCIPLINE	TOTAL
Federal	304	Law Enforcement	273
State	1173	Homeland Security	177
City	179	Fire Service	148
Local	100	Emergency Management	105
Military	67	Public Health	53
County	79	Coast Guard	40
Education	28	National Guard	29
Tribal	1	Transportation	27
Territorial	1	Public Safety	23
		Army	22
		Emergency Medical Service	11
		Air Force	10
		Navy	8
		Medical	4
		Government Administrator	2

917 (98%) have logged-in to the CHDS website since finishing the program
 803 theses completed (86%); 129 (14%) not completed
 38 total cohorts (34 graduated, 4 in-progress)

CENTER FOR HOMELAND DEFENSE AND SECURITY ALUMNI NETWORK

CHDS education programs promote collaboration, communication and information sharing among leaders both during and after their CHDS programs. In order to keep in touch and create a national network of homeland security professionals, 11 regional chapters have been established by alumni throughout the United States.



1 PACIFIC NORTHWEST

Chris Voss

2 GREATER BAY AREA

Sara Kay

3 ROCKY MOUNTAIN

Donald Reed
Ryan Fields-Spack

4 DALLAS/Ft. WORTH

Roger Stokes

5 MIDWEST

Michael Crane

6 NEW ENGLAND

Phil McGovern

7 NORTHEAST REGIONAL

Richard Blatus
Thomas Richardson

8 MID-ATLANTIC

Catherine Mercogliana
Walt Smith
Robert Giorgio

9 NATIONAL CAPITAL

Susan Reinertson
Karen Sims

10 NORTHERN FLORIDA

Ronald Lendvay
Thomas Guglielmo

11 SOUTHERN FLORIDA

Romeo B. Lavarias
Deanna Kralick

To learn more about the nationwide network of CHDS Alumni Chapters contact:

Heather Issvoran
hissvora@nps.edu

EXECUTIVE LEADERS PROGRAM (ELP)

YEAR: 2016	TOTAL
Graduated Cohorts	2
New ELP Alumni	62
In Progress Cohorts	2
Current Students	62

SINCE INCEPTION AUGUST 2006	TOTAL
ELP Alumni	575
Total Cohorts	19
Graduated Cohorts	17
In Progress Cohorts	2

“The Executive Leadership Program is a once in a lifetime opportunity. The course content, the instructors, and the friendships you make are second to none. I would recommend this program to anyone in a senior leadership position within their organization, where a value is placed on growth and learning. Well worth the investment of time.”

Donald Alway
 Special Agent in Charge
 Federal Bureau of Investigation (FBI)
 Cohort ELP 1401

The Executive Leaders Program offers a graduate-level educational forum for the nation’s high-level public and private-sector security officials. ELP enhances executives’ capacity to identify and resolve homeland security problems.

Four one-week in-residence sessions are conducted over a nine-month period at the Naval Postgraduate School Center for Homeland Defense and Security in Monterey, California. The four modules begin with foundational aspects of homeland security and threats, proceeding to describe the nature of the threats, legal and cultural aspects of preventing and preparing for the threats, the collaborations necessary to effectively manage the information sharing, threat recognition, protection measures, and plans in preparation for action.



Classroom exercise group discussions are facilitated by nationally renowned academics and practitioners.



The CHDS classroom provides a neutral education forum to discuss policy and strategy challenges.

Sessions are conducted on such topics as intelligence, critical infrastructure, border/immigration, threat recognition, crisis and risk communications, incident management and fear management as well as emerging homeland security issues. All topics are discussed on a strategic, policy, and organizational design level with particular attention to intergovernmental planning challenges. The participants consider complex issues and case studies, and work through problems that enable them to strengthen working relationships across regions, agencies and local, state, tribal, territorial and federal jurisdictional and private sector lines.

A challenging educational environment is designed to accommodate the busy schedules of participating executives and does not require the workload of traditional graduate-level education programs. Each class, known as a cohort, is carefully selected to represent a diverse cross section of homeland security officials from around the country.

ELP graduates have new connections with agencies across the country.



PACIFIC EXECUTIVE LEADERS PROGRAM (PACIFIC ELP)

YEAR: 2016

TOTAL

Graduated Cohorts	2
New PELP Alumni	36

SINCE INCEPTION AUGUST 2011

TOTAL

PELP Alumni	186
Graduated Cohorts	9

Homeland security in Hawaii and the U.S. Pacific territories is an evolving and increasingly important issue for the nation. The Center for Homeland Defense and Security in partnership with other entities in the Pacific region, has developed the Pacific Executive Leaders Program (PELP), a graduate-level education curriculum, to address specific challenges facing officials in these unique areas.

This course is designed for mid- and senior-level homeland security professionals as an opportunity to cultivate the background and critical thinking skills needed to address emerging regional security issues, public policy debates, terrorist threats and best practices in homeland security.

The Pacific Executive Leaders Program provided me with an exceptional opportunity to learn and share ideas about the critical risks and possible solutions for Homeland Defense. The logistical support, instructors and subjects along with the collaborative learning environment were outstanding."

Shawn Tsuha
Deputy Director of Law Enforcement
Honolulu Department of Public Safety
Cohort PELP 1402



Jennifer Amaral discuss community and agency role responsibilities during a tsunami.



William Santos discuss island resource capabilities for preparedness of a crisis.

The Pacific ELP consists of an intensive one-week in-residence session.

Goals and objectives of this program:

- Strengthen national security by providing a non-degree, graduate-level educational program to meet the needs of leaders responsible for homeland defense and security in the Pacific region
- Provide an educational forum to enhance senior leaders' capacity to identify and resolve homeland security problems
- Create nationwide homeland security networks
- Build relationships between senior leaders across agencies, disciplines, and levels of government

The Pacific region faces unique homeland security challenges including:

- Geographic isolation from the continental U.S. and other entities
- Predisposition to various types of natural disasters
- Port security and safety concerns
- Proximity to mainland Asia and its geopolitical influences

Pacific ELP cohort graduating class stand in front of the Imiloa Astronomy Center of Hawai'i, Hawai'i, for their graduating group portrait.



FUSION CENTER LEADERS PROGRAM (FCLP)

YEAR: 2016

TOTAL

Graduated Cohorts	2
New FCLP Alumni	55

SINCE INCEPTION AUGUST 2011

TOTAL

FCLP Alumni	410
Graduated Cohorts	15

The Naval Postgraduate School Center for Homeland Defense and Security's Fusion Center Leaders Program (FCLP) was identified as one of the top 10 federal support programs that enable fusion center leaders to fill gaps and increase performance in their organization's capabilities, according to the annual assessment final report released by the U.S. Department of Homeland Security on July 22, 2014.

The Fusion Center Leaders Program is designed to enhance management capabilities across the national network of fusion centers and enable smart practices in information sharing and leadership.

FCLP is a five-day intensive program designed for leadership from the recognized state and major urban area fusion centers. The program is set up in an executive education format, utilizing both on-line learning and facilitated discussion.



Courtesy Photo.

"This program, through the lectures and the discussions with my classmates, has helped me see the bigger picture and has provided me the background to ask the questions that will help me manage our center to the best of my ability."

Doug Lee
 Chief of Police
 Lincoln (CA), Police Department (Former
 Commander of the California State Threat
 Assessment Center.)
 Cohort FCLP 1601



Courtesy Photo.

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).

FCLP sessions average 29 participants from fusion centers around the country. Topics include strategy, policy and organizational design, covering intelligence analysis, leadership, production and dissemination of information.

The Center's Fusion Center Leaders Program was built upon guidance from:

- The Criminal Intelligence Coordinating Council (CICC), comprising state and local partners
- Office of the Director of National Intelligence (ODNI)
- Department of Homeland Security (DHS)
- Department of Justice (DOJ)

FCLP graduates share smart practices and connections



RADIOLOGICAL EMERGENCY PREPAREDNESS (REP) EXECUTIVE EDUCATION PROGRAM

YEAR: 2016

TOTAL

Graduated Cohorts	3
New REP Alumni	76

SINCE INCEPTION AUGUST 2012

TOTAL

REP Alumni	180
Graduated Cohorts	7
REP Seminars delivered by the CHDS Mobile Education Team (MET)	4
Additional participants from MET seminars	259

"This program has done more to enhance the dialog in Radiological Emergency Preparedness than any other program I know. Concepts that emerged in the classroom here are becoming more commonplace, not in the form of new policy or rules, but in new ways of thinking and gaining insights from Federal, State, Local, and private sector partners working together in an academic setting."

Harry Sherwood
PS Branch Chief
Federal Emergency Management Agency
Washington, D.C.
REP 1603

The Radiological Emergency Preparedness (REP) Executive Education Program was developed by CHDS in conjunction with the FEMA Technological Hazards Division to:

- Provide government and industry leaders with the tools and resources they need to think and act strategically in the area of radiological emergency planning
- Allow private, local, state, and federal partners to explore the complex and unique challenges associated with preparing for, responding to, and recovering from a commercial nuclear power plant major incident



Crisis communications group discussion facilitated by John Bilotta.



REP participants are presented with new ways of thinking about strategy and policy.

This in-residence program is conducted in a highly interactive setting that includes:

- Professional networking in a multi-sector, multi-discipline environment
- “Question and Answer” discussion-driven delivery in which participants are involved in the development of critical issues
- Activities, case studies, and planning scenarios that will establish the basis for class and small-group discussions

Content Emphasis:

- Strategic and crisis communications
- Evolving threats
- Changes in the REP environment
- Comprehensive preparedness, response and recovery

The CHDS REP Program is one, 5-day in-residence week. Participants must commit to attending the entire session.

REP participants represent both government and private sector agencies.



EXECUTIVE EDUCATION SEMINARS CONDUCTED BY CHDS MOBILE EDUCATION TEAM (MET)

YEAR: 2016

TOTAL

MET Seminars	24
By State	5
By City	9
By Urban Area	5
By Topical	4
By Region	1

SINCE INCEPTION JANUARY 2003

TOTAL

Total MET Seminars	360
Specified by Type	334
By State	99
By City	50
By Urban Area	91
By Topical	82
By Region	12
MET Seminar Participants	11,900+

The City of Miami prides itself on its status as a major global special events destination. Every year, millions of people come to Miami to enjoy our numerous sporting events, concerts, and festivals. It is one of my most sober responsibilities as Mayor to ensure that our residents and guests are able to forge lifelong memories at these events as safely as possible. I am thankful to CHDS for putting together a terrific seminar that allowed executives from both private and public organizations to collaborate on critical security issues..."

Tomas P. Regalado
Mayor
City of Miami

CHDS Executive Education Seminars provide a forum to strengthen homeland security preparedness, response and recovery. The purpose of the intensive half-day seminars on homeland security issues is to help strengthen U.S. capability to prevent, deter, and respond to domestic man-made or natural catastrophic events, and to build the intergovernmental, interagency, and civil-military cooperation that homeland security requires.

The Mobile Education Team takes CHDS homeland security education beyond the classroom by conducting on-site seminars delivered to senior government officials including governors, mayors of major metropolitan areas and their homeland security and emergency management advisors, and urban area leaders around the country.

The Center designs and conducts the seminars. Each seminar is tailored to the unique needs of specific locality and the diverse threats they face.



The Fire and Police Department of the City of Miami discuss on the topic: Active Shooter/Asymmetric Attack at a Major Sporting Event Venue.

SELECT SEMINAR TOPICS WITH LEARNING OBJECTIVES

CITY OF MIAMI MET

Seminar Theme: Active Shooter/
Asymmetric Attack at a Major
Sporting Event Venue

Learning objectives:

- Assess vulnerabilities and consequences of a catastrophic terrorist attack
- Identify strengths, gaps and needs in the intelligence, information sharing, and situational awareness environments
- Examine the structure and limitations of mutual aid
- Examine key DHS and FEMA policies, emergency management strategies, authorities, plans and capabilities
- Review and clarify key roles and responsibilities of senior elected and appointed officials
- Identify gaps and needs in the command and control structure of disaster response, specifically concerning an asymmetric attack

FAIRFAX COUNTY, LOUDOUN COUNTY AND MWAA REGIONAL MET

Seminar Theme: Complex
Coordinated Attack on Airports
and Aviation

Learning objectives:

- Examine the consequences and complexity of a multi-site terrorist attack
- Discuss current policies, strategies and capabilities to respond to a multi-site terrorist attack
- Identify preparedness gaps and communication challenges
- Capture potential cascading impacts to Fairfax and Loudoun counties and MWAA following a complex coordinated attack

STATE OF LOUISIANA MET

Seminar Theme: Multiple Attacks
on Critical Oil & Gas
Transportation Infrastructure

Learning objectives:

- Enhance the ability of state leaders to prioritize and respond to multiple emergencies occurring at the same time
- Instill a common understanding of key homeland security policies, emergency management strategies, authorities and operational structure
- Review and clarify key crisis management roles and responsibilities of senior state elected and appointed officials

Every jurisdiction has unique challenges. The MET team provides an educational forum for leaders to discuss state and major urban area issues.



NATIONAL EMERGENCY MANAGEMENT EXECUTIVE ACADEMY (EMEA)

YEAR: 2016	TOTAL
EMEA Conducted	1
EMEA Participants	39

SINCE INCEPTION JULY 2012	TOTAL
EMEA Alumni	179
EMEA Conducted	5

This was the fourth year CHDS has supported the design and delivery of FEMA's Emergency Management Professional Program (EMPP) Executive Academy and the experience was extraordinary. Every year CHDS has provided top-tier subject matter experts and delivered a program that increases participants understanding of critical and emerging issues in emergency management. This year they facilitated a presentation from legislative staffers representing the majority and minority staff of the US Senate Appropriations Committee and Homeland Security Subcommittee. This experience was eye-opening for participants to hear firsthand about the complex, fast-pace environment of our legislative process and then to have an opportunity to try their hand at briefing their capstone projects as if they were presenting to a legislative committee. This was a very impactful and memorable experience. CHDS also explored the topics of cybersecurity, technology adaption, current threats, climate change, economics, strategic foresight and leadership. We are grateful to CHDS for their continued contributions to the Executive Academy and look forward to continued collaboration."

Wendy Walsh
FEMA - Emergency Management Institute
Higher Education & Executive Academy
Program Manager

In collaboration with four prominent higher education institutions, FEMA's National Emergency Management Institute (EMI) has created the National Emergency Manager Executive Academy (EMEA). The Academy's curriculum supports the advancement of the emergency management profession and its executive leadership.

The Naval Postgraduate School Center for Homeland Defense and Security (CHDS) has developed and delivers the Emergency Management in the 21st Century course, a one week module designed to present the most current challenges confronting today's executive leaders. Harvard University, University of Hawaii, and Texas A&M Engineering and Extension comprise the other education partners who deliver the remaining three modules of the four-week EMEA curriculum.



Student researching at the Emergency Management Institute (EMI) Public Information Officer (PIO) training classroom.



The Emergency Management Institute (EMI) Administration building in Emmitsburg, MD.

The goal of the Center's course is to strengthen the advancement of the emergency management profession and its senior and emerging leaders by developing their capability to explore and evaluate the strategic impacts of change drivers and trends that could shape the future.

The CHDS module is conducted over four days and is designed as the third week of the four week course developed for the Emergency Management Executive Academy. It is delivered in the classroom at EMI in Emmitsburg, Maryland.

FEMA offers and coordinates the Emergency Management Executive Academy courses, and selects the program participants.

The Center's Emergency Management in the 21st Century course is designed to enhance knowledge and develop strategic thinking skills. Participants will be introduced to concepts including but not limited to ways to:

- Approach and assess emergency management issues
- Synthesize, analyze, and communicate about emergency management
- Develop critical thinking skills to address existing and emerging issues in emergency management
- Leverage historical knowledge, economic factors, demographics, political considerations, and emerging issues to shape emergency management policy and decision-making
- Establish communication strategies for developing and maintaining high-value partnerships across disciplines and sectors

Courtesy Photo.

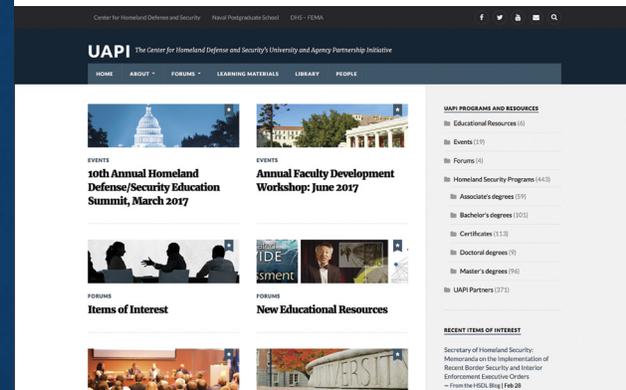


UNIVERSITY AND AGENCY PARTNERSHIP INITIATIVE (UAPI)

YEAR: 2016	TOTAL
UAPI Participants	113
UAPI Partners	5

SINCE INCEPTION SEPTEMBER 2005	TOTAL
UAPI Participants	1,389
Educational Institutions and Program Participants	371

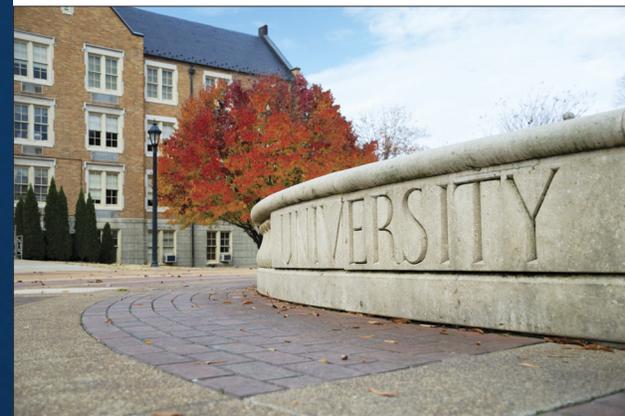
The Naval Postgraduate School Center for Homeland Defense and Security makes available through the UAPI the Center's curriculum, network-based learning technology, Homeland Security Digital Library (HSDL) and other education resources. In return, UAPI partners share their curricula, innovative approaches and specialized expertise with the partnership network. This provides a cost-effective way to educate thousands of students beyond the NPS campus by reducing the time and resources required of universities and agencies to independently build their own curricula and programs.



CHDS shares its curriculum resources with agencies and universities across the country.

UAPI is a great resource for faculty to fully engage and excel in research, teaching, and service in the field of homeland security. Not only does it represent a superior networking and information hub, but it also offers ready-to-use content to enhance courses and curricula. Moreover, UAPI not only is a fabulous resource for researchers, educators, and interested practitioners: it also is the nation's common one-stop shop to direct our students to. We have included UAPI material in our set of program study resources to support students in Penn State's on-line homeland security program."

Alexander Siedschlag, Ph.D, MA
 Professor of Homeland Security and Public
 Penn State University



Courtesy Photo.

ABOUT UAPI

The University and Agency Partnership Initiative, or UAPI, brings together institutions nationwide dedicated to advancing homeland security education. This effort seeks to increase the number and diversity of students receiving homeland security education, accelerate the establishment of high-quality academic programs, and provide opportunities for collaboration that create an intellectual multiplier effect that furthers the study of homeland security.

The Naval Postgraduate School Center for Homeland Defense and Security (CHDS) makes available through the partnership its curriculum, distance learning technology, Homeland Security Digital Library, and all other resources. In return, partners share their curriculum and specialized expertise with the UAPI partners. This provides a cost-effective way to educate thousands of students beyond the NPS campus 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.

BECOME A PARTNER

If you are a Homeland Security educator or educational program administrator, you may request access to the UAPI website. Please register via the registration form on the Center for Homeland Defense and Security website. You may also contact the UAPI Co-Directors, Steve Recca and Rich Suttie, at uapi@chds.us with questions.

Once you have registered and requested access, please use the UAPI search box to review how the site posts information about your program and/or people. If you would like to make changes, please work with us (uapi@chds.us) to make sure the UAPI website displays your program information properly. The site can post searchable information about your departments, programs and degrees.

CONTRIBUTE RESOURCES

CHDS shares homeland security learning materials at its website CHDS/Ed. If you would like to contribute your materials, simply email your request to Jodi Stiles, CHDS Educational Technologies. We will give you full credit and will display the material as you recommend. Steve Recca can also provide guidance about using the forums, and/or recommendations on the use of particular materials in your own curriculum.

Courtesy Photo.



WHAT ALUMNI SAY...

"Sir Issac Newton once said that "if I have seen further, it is by standing on the shoulders of giants." The opportunity to learn alongside some of the brightest minds of the homeland security enterprise is surpassed only by the rigorous standards of academic excellence established by the collection of faculty instructors at NPS-CHDS. Enrollment at CHDS allows you to explore radical new ideas, or expand the existing research put forward by those who have come before."

Cal Bowman
Chairman, Urban Area Security Initiative
Senior Policy Advisor
Baltimore City OEM, Mayor's Office
Master's Cohort 1503/1504

"As someone who was looking to develop my skills and broaden my perspective for bettering our nation's homeland security posture, the range of opportunities I found offered by CHDS was undeniable. The combination of the top notch professors educated and experienced in various disciplines of homeland security, the variety of coursework, and the opportunity to academically research topics outside of my own scope of work is what ultimately led me to apply to CHDS. Now that I have completed the program, my research turned into reality – CHDS was by far the right choice to achieve my goals for enhancing my knowledge, skills, and abilities across all homeland security disciplines. I would recommend CHDS to anyone considering a career in homeland security - hands down."

Katrina Woodhams
Deputy Director , FEMA
Office of Preparedness Integration and
Coordination (OPIC)
Master's Cohort 1503/1504

"After 20 years in the same job, I applied for this program because I craved a challenge. I had heard about the academic rigor of CHDS and I was intrigued. It was everything I hoped it would be. This program taught me I can rise to the challenge - that I still have it in me. The relationships you build with your classmates and faculty extends well beyond the classroom. These are, with any luck, lifelong friendships and resources."

Brandi Evans
Supervisory Protective
Intelligence Research Specialist
DHS – Secret Service
Master's Cohort 1501/1502

"I initially applied for the NPS-CHDS Masters in homeland security program based on scholarship publications from the New York Police Department (NYPD). As I spoke to colleagues and former cohort members, I was amazed at their experiences and the glow on their faces when they spoke about it. The program gave me a new respect for homeland security and the professionals in the field. There are so many benefits for those who dare to take the challenge of the program – the knowledge of the professors, the diverse background, collegiality and experiences of the cohort members, and the dedication of the staff to help every participant succeed. I learned in the program that homeland security influences every part of everyday life. The relevancy and timeliness of the curriculum is demonstrated in the statement I made every time the cohort gathered for our in-residence sessions, "This course syllabus is written and re-written every day in the real world."

Mark Molinari
Captain
New York Police Department
Master's Cohort 1503/1504

"CHDS provided a professional academic environment where it is safe to speak your mind, and to challenge one another's thoughts and ideas. Having been assigned to DHS HQ for more than a decade, being in an environment where you are able to interact (both academically and socially) with practitioners from a variety of homeland security related fields has proven invaluable."

Throughout the program and continuing regularly now, I found that network of homeland security professionals to bounce ideas off of. The NPS and CHDS networks are vast. Within the network you will find your classmates, coworkers, friends, and mentors."

Andrew Brock
State & Local Program Specialist
DHS Office of Operations Coordination
FCLP1403
Master's Cohort 1501/1502

"The challenges and asymmetrical threats presented to Homeland Security leaders today are far more complicated and complex than ever before. The answer to finding solutions to these challenges and threats lie in creating networks of professionals across the multidisciplinary fields within the Homeland Security community. The natural isolation of our culture leads to silos of information. NPS-CHDS Executive Leaders program builds and strengthens interagency collaboration designed to break down the silos of information leading to effective collaborative problem solving with a better understanding of the many perspectives of executive leaders from the multidisciplinary fields in Homeland Security."

Jeff Robertson
Commander
Texas Rangers, Special Operations Group
Cohort ELP 1502

"Having heard that CHDS was the premier homeland security master of arts program in the nation, I expected that a degree from this institution would be valuable, and that those admitted to the program would gain skills and knowledge applicable to their individual discipline. My time in the program far exceeded these expectations. CHDS is a unique and special place that has consistently been producing thought leaders and influencers throughout the homeland security enterprise. Whatever one's background and discipline, participation in the CHDS master's program will not only provide relevant skills and knowledge, but will challenge participant's beliefs in a constructive manner, and will enable (in fact force) student practitioners to grow as critical thinkers, researchers, writers, and influencers. Graduates not only realize tremendous personal growth, but become members of a robust and diverse network of homeland security scholar-practitioners. Simply put, pursuit of a degree from the CHDS master's program is life changing and will provide substantial return on investment throughout the remainder of one's career and beyond."

John Flynn
Assistant Chief
President, Uniformed Fire Officers Association
Yonkers, N.Y. Fire Department
Master's Cohort 1501/1502

Outstanding training and CHDS staff worked very well with our executives. The local delivery of the course was convenient and vital to getting multi-disciplines and agencies together at the same table.

Jared Goff
Captain
Fairfax County (VA) Fire and Rescue
Executive Education Seminar conducted by MET
Fairfax, Virginia - Topical MET

"I've often asked myself why I applied. Honestly I had been looking into CHDS for a while and had a lot of self doubt whether I could handle the work load, the rigor of the curriculum and writing a thesis while managing work and family responsibilities. I am really glad I made this decision. I am so proud of saying I am a graduate. One of the top factors for choosing CHDS was the reputation of the program and the experience and quality of the instructors. Discussion with graduates sealed the deal for me.

I think what I received from the program was to develop my critical thinking and writing skills. The curriculum and instructors provided the opportunity to examine and discuss complex issues that challenged me daily during the IR. (I often remember walking back to my room thinking how fortunate I was to be in the classroom with such smart people – instructors and cohort). This program exposed me to all facets of homeland security that I hadn't considered before through the expertise and experience of the instructors and the incredible interaction with my cohort.

I believe that homeland security education is important because it touches all aspects of our lives, especially considering national and world affairs and the ever-present responsibility to prepare for, prevent, and mitigate natural and manmade disasters. I realize that sounded like a textbook FEMA answer but after completing this program I truly feel this way. Before this program, I hadn't considered traffic engineering, public works and the design of public buildings or the myriad of other things my fellow cohort mates were into would be considered homeland security issues. This program changed the way I look at all aspects of my city's departments and their role in homeland security."

Thomas C. Lakamp
Assistant Fire Chief
Cincinnati Fire Department
Master's Cohort 1501/1502

CENTER RESOURCES

HOMELAND SECURITY DIGITAL LIBRARY (HSDL)

www.hSDL.org

The Homeland Security Digital Library is the nation’s premier collection of documents related to homeland security policy, strategy, and organizational management.

Resources in the HSDL cover a wide range of homeland security topics and are carefully selected and evaluated by a team of librarians and content specialists. Sources include, but are not limited to federal, state and local governments, international governments and institutions, nonprofit organizations and private sector entities, think tanks, research centers, colleges, and universities.

THE HSDL COLLECTION

A little over half of the items in the HSDL Collection are openly searchable and available to the public, with no account or authorization necessary. This public collection includes items such as:

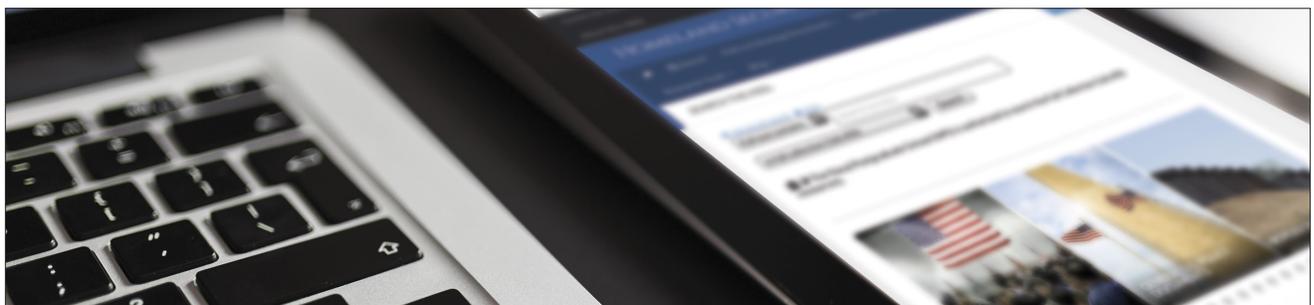
- U.S. Policy and Strategy Documents related to homeland security: General U.S. Policy Documents, National Strategies, Executive Orders and Presidential Directives, and Key Legislation
- Congressional Hearings and Legislation
- CRS Reports & Issue Briefs
- GAO Reports & Testimony
- Theses & Research Reports from U.S. federal academic institutions, particularly the Naval Postgraduate School
- Research Tools such as grants, statistics, and books and journals (the HSDL does not collect commercially published and print materials, we do maintain a list of publishers and sources)
- Thousands of additional resources released by U.S. federal government agencies and organizations

The remainder of the collection is open to government officials at the local, state, tribal, territorial, and federal levels, as well as the U.S. military. It is also open to homeland security research or educational institutions, their faculty and their students. See more about eligibility. The larger, full collection contains items from both public and private sectors to include resources such as reports, studies, videos, webcasts, and analyses from national and international think tanks; state and local governments; foreign governments; educational institutions; and national and international organizations.

Accounts.....	1,099
Restricted accounts created in 2016.....	362
Individual account holders.....	22,929
Restricted collection account holders.....	9,195
Organizations with organization-wide access.....	750
Documents in the HSDL collection.....	166,000+
Documents in the Restricted Collection.....	14,800+
Featured Topics*.....	31

Blog posts <i>On the Homefront</i> contains posts highlighting recent reports and current issues in homeland security.....	138
Alerts delivered to registered account holders.....	1000+
Subscribers to Critical Releases in Homeland Security.....	32,780
Subscribers to the HSDL Quarterly Newsletter.....	34,980

*A curated collections of resources associated with primary topics in homeland security or topics particularly relevant to current issues in policy, strategy, and organizational management



Courtesy Photo.

OPEN LEARNING

www.chds.us/olc/

Open learning and self-study course materials are derived from content developed for the Homeland Security Master's Degree curriculum at the Naval Postgraduate School Center for Homeland Defense and Security and are available on-line.

Nine Self-directed non-credit courses

Self-directed non-credit courses	11	Lectures on terrorism, critical infrastructure, technology, intelligence, and comparative argument.....	198
Participants registered in 2016	1,237	Viewpoints in Homeland Defense and Security	158
Total participants	16,480		

HOMELAND SECURITY AFFAIRS JOURNAL (HSAJ)

www.hsaj.org

Homeland Security Affairs Journal is the peer-reviewed on-line 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. The instructors, participants, alumni, and partners of CHDS represent the leading subject matter experts and practitioners in the field of homeland security. The Journal captures the best of their collective work, as well as that of scholars and practitioners throughout the nation, through peer-reviewed articles on new strategies, policies, concepts and data relating to every aspect of homeland security. These articles constitute not only the "smart practices," but also the evolution of homeland security as an emerging academic and professional discipline.

Research articles	121	Journal subscribers.....	4,511
Essays	95	Journal content shared with entire database of CHDS account holders	85,409

HSAJ: REFLECTIONS ON THE 15TH ANNIVERSARY OF 9/11

www.hsaj.org/articles/category/reflections-on-the-15th-anniversary-of-911

To mark the fifteenth anniversary of the 9/11 attacks, the Center for Homeland Defense and Security published two reflective essays by distinguished affiliated practitioners. Joe Pfeifer and Cathy Lanier are graduates of the CHDS master's degree program.

Adaptive Resilience Emerges From 9/11 and the 15-Years Following*

Chief Pfeifer was the first chief on the scene at the World Trade Center during the 9/11 attacks.

At 0846 on September 11, 2001, I was standing in the street at a gas leak in lower Manhattan when I heard the loud roar of jet engines. I looked up and watched a commercial airliner aim and crash into the World Trade Center (WTC). In that single instant, our lives were changed. What we did not understand at that moment was the trauma we were about to go through over the next 102-minutes. As we began to establish our command we heard a second plane traveling at high speed crash into the South Tower; other planes would later be crashed into the Pentagon and near Shanksville, Pennsylvania. The world watched in disbelief, as twenty thousand people were in their greatest moment of need.

Reflections of a Veteran Major City Police Chief*

Chief Lanier wrote her essay as she prepares to step down after almost ten years as police chief and a distinguished 26 year career in policing.

I, like many Americans, remember the horrors of September 11, 2001 as if it were yesterday. While we all quickly realized the enormity of the attack, we did not immediately grasp the scale and scope of the efforts needed to ensure that our great city and country would never again have to face such tragedy. When I reflect on the tremendous progress made since September 11 to keep Washington D.C. safe I am very proud to be a member of the Metropolitan Police Department (MPD).



Photo by Shawn Stewart, Navy (ret.).

*Excerpts

CENTER FOR HOMELAND DEFENSE AND SECURITY

www.chds.us

The Naval Postgraduate School Center for Homeland Defense and Security website provides comprehensive information about the Center. This guide is provided as a quick reference for your convenience.

CENTER OVERVIEWS

VIDEO OVERVIEW OF CENTER FOR HOMELAND
DEFENSE AND SECURITY

<https://goo.gl/EHZWv3>

PROGRAM OVERVIEW

<https://goo.gl/OHRlnX>

INDIVIDUAL PROGRAM INFORMATION

MASTER'S DEGREE PROGRAM

<https://goo.gl/vvnfzK>

EXECUTIVE LEADERS PROGRAM (ELP)

<https://goo.gl/q9jjSV>

PACIFIC EXECUTIVE LEADERS PROGRAM
(PACIFIC ELP)

<https://goo.gl/aQt3Oo>

FUSION CENTER LEADERS PROGRAM (FCLP)

<https://goo.gl/GuQROM>

RADIOLOGICAL EMERGENCY PREPAREDNESS
(REP) EXECUTIVE EDUCATION PROGRAM

<https://goo.gl/vlrBID>

EXECUTIVE EDUCATION SEMINARS (MET)

<https://goo.gl/QABuEE>

UNIVERSITY AND AGENCY
PARTNERSHIP INITIATIVE (UAPI)

<https://goo.gl/IDNkM1>

SELF-STUDY COURSES

<https://goo.gl/ITmjCj>

RESEARCH

www.chds.us/c/research-and-learning-materials

Includes a menu of resources

OUTSTANDING THESIS WINNERS

<https://goo.gl/oKYqhy>

CHDS Master's participants cultivate the academic field of homeland security through the generation and synthesis of cutting-edge knowledge in the form of a thesis.

PUBLICATIONS BY INSTRUCTORS
AND STUDENTS

www.chds.us/ed

Books, chapters, peer-reviewed articles, and other material and presentations by the CHDS community.

APPLIED RESEARCH EXEMPLARS

<https://goo.gl/l4siVJ>

Research and ideas generated from CHDS coursework and classroom collaboration that have been implemented across agencies, regions and the nation.

HOMELAND SECURITY DIGITAL LIBRARY

www.hsdl.org

The nation's premier collection of resources related to homeland security policy, strategy, and organizational management.

HOMELAND SECURITY AFFAIRS

www.hsaj.org

CHDS' peer-reviewed journal, providing a forum to propose and debate strategies, policies, and organizational arrangements to strengthen U.S. homeland security.

PRESS

CHDS PEOPLE AND EVENTS IN THE NEWS

<https://goo.gl/Ao2meL>

Links from the Press page directly to outside sources.

OUT OF THE CLASSROOM AND INTO THE WORLD

<https://goo.gl/gE0sZs>

This project shows how course work and thesis research at the Center can translate directly into practice, or offer innovative approaches for consideration. The goal of the applied coursework project is to illuminate and share the innovations produced and conceptualized within the CHDS classrooms to promote further collaboration between local, state, tribal, territorial, federal and military agencies.

HOMELAND SECURITY AUDIO ARCHIVE

Personal stories about events like 9/11 that inspired public service

<https://goo.gl/4TaQBv>

Since 9/11, we have heard amazing stories from CHDS alumni, students, faculty and staff about why they are motivated to serve and committed to protecting the country. The Homeland Security Audio Archive preserves these stories while inspiring the next generation of public safety leaders and serving as a reminder of the sacrifice and dedication that local, state, tribal and federal homeland security officials make on a daily basis.

CHDS YOUTUBE

<https://goo.gl/eVQJ47>

Includes multiple video sources including viewpoints in Homeland Defense and Security: Homeland Security leaders give opinions on current issues and challenges

CHDS EXPERTS ON THE WEB CHDS LECTURES

Engaging lecture content on a variety of homeland security topics. These lectures are derived from material developed for the Master's degree program and, where possible, are shared with larger audiences.

SOCIAL MEDIA

FACEBOOK

Center-for-Homeland-Defense-and-Security

TWITTER

@npsCHDS

LINKEDIN

CHDS ALUMNI NETWORK

<https://goo.gl/VyNp2c>

For additional information about the Naval Postgraduate School Center for Homeland Defense and Security please contact:

GLEN WOODBURY

Director

Center for Homeland Defense and Security

831-656-3038 (PST)

glwoodbu@nps.edu





CENTER FOR HOMELAND
DEFENSE AND SECURITY

NAVAL POSTGRADUATE SCHOOL

THE NATION'S HOMELAND SECURITY EDUCATOR

Sponsored by

U.S. DEPARTMENT OF HOMELAND SECURITY
NATIONAL PREPAREDNESS DIRECTORATE, FEMA



FEMA

For information about the Center for Homeland Defense and Security
and Center programs, please contact:

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