

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



Homeland
Security

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

- 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

- 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

SEPTEMBER

NPS undertakes initiative to educate the nation's HS leaders

APRIL

NPS & DOJ sign MOU to develop graduate level HS programs

2002

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.

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

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.

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