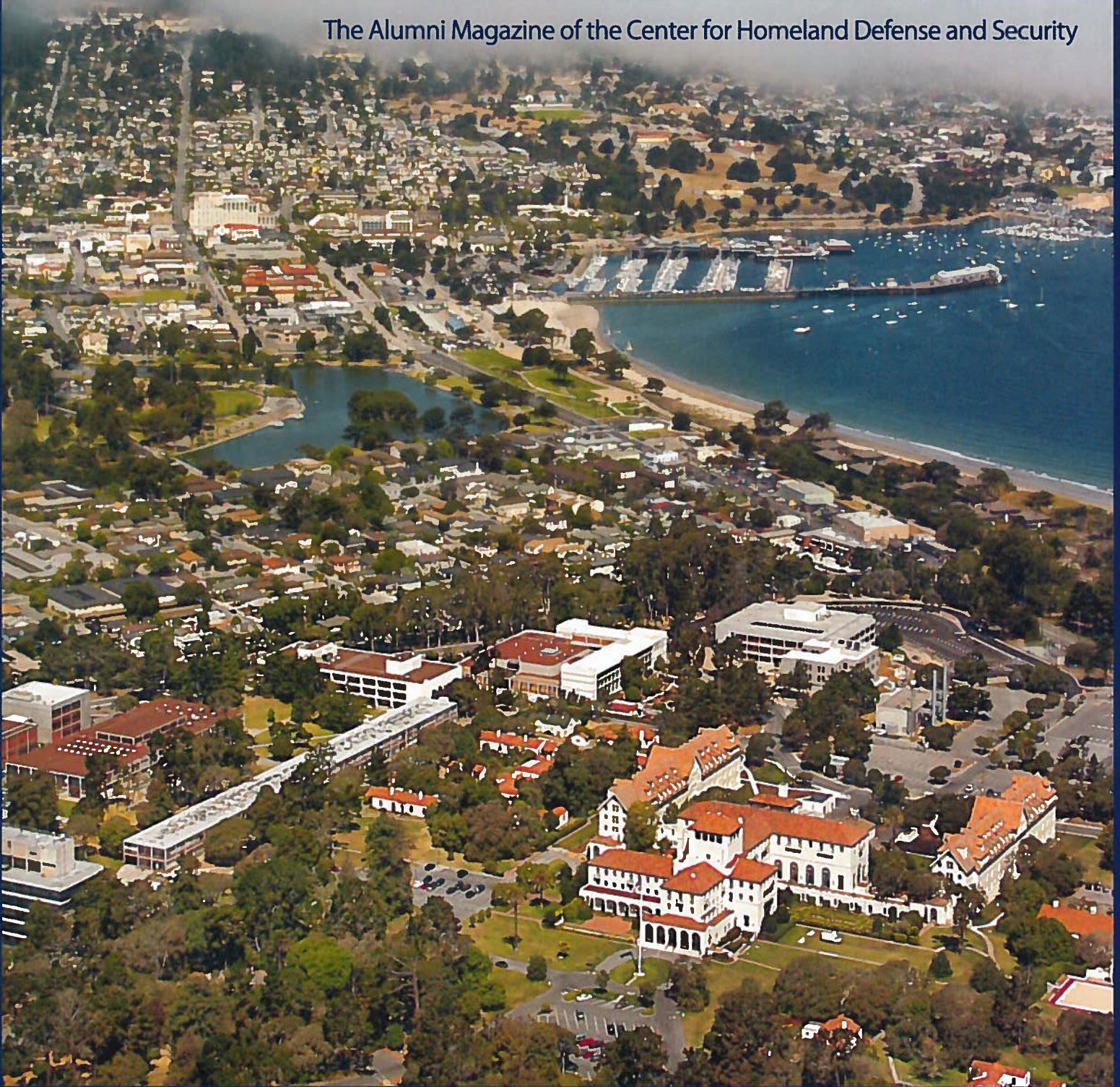


Watermark

The Alumni Magazine of the Center for Homeland Defense and Security



Alumni Conference 2010 • The Pioneers Five Years Later • Class Notes
Profiles • Regional Chapter News
Spring 2010 • Issue One • Volume One

Regional Alumni Chapters

Over the last year, CHDS Alumni Regional Chapters have been established throughout the United States. Chapters have formed in the National Capital Region, the Pacific Northwest, the Midwest, and the greater San Francisco Bay Area. Regional Chapters are in the planning stages in Florida and the Northeast. Efforts under way in the various chapters and contact information for alumni leading their respective organizational efforts are provided below. Alumni interested in starting a regional chapter in their area can contact Dee Walker at diwalker@nps.edu.

Pacific Northwest Region

On December 15, 2009, the first meeting of the Pacific Northwest Chapter was held at the Western Area Defense Sector (WADS) on McChord AFB. The meeting was hosted by an ELP alumnus, Adjutant General and Director of the Washington State Military Department Major General Timothy J. Lowenberg. CHDS Director Glen Woodbury and approximately 14 other CHDS alumni and current students attended the chapter meeting, which consisted of opening remarks by Lowenberg, a tour of the WADS facility, alumni networking and open discussion, and closing remarks by Woodbury. The next regional chapter meeting is likely to be a daylong offsite meeting held at a Seattle Fire Department station.

Pacific Northwest Regional Chapter Contact:
Andrew Miller
andrew.david.miller@us.army.mil
c: 253-278-5811

National Capital Region

Beginning in September 2009, CHDS alumni in the NCR have been congregating monthly at the Old Ebbitt Grill in downtown Washington, D.C. Meetings typically run from 11:30 a.m. to 1 p.m. on the third Thursday of each month and future gatherings will explore new venues convenient to the Metro. Several other events have also been held in lieu of the monthly meeting and information on specific locations is communicated via e-mail at www.chds.us on the Alumni Network. In March a luncheon was hosted at Amtrak Headquarters in Union Station and featured an overview of Amtrak rail operations from its COO Bill Crosbie (MA0701/0702).

National Capital Region Chapter Contacts:
Sue Reinertson
susanreinertson@verizon.net
c: 701-226-0924

Jeff Burkett
jburkett@fedlogic.com
c: 240-281-6683

Greater Bay Area Region

On November 14, 2009, the first meeting of the Greater Bay Area and Sacramento Regional Chapter was held at the home of an alumnus. The focus of the meet-and-greet was to emphasize

networking and host a discussion on what Bay Area alumni hope to achieve with a regional chapter effort. On February 12, 2010, the second chapter meeting was held on Coast Guard Island in Alameda, Calif. The group heard Rear Admiral Timothy Sullivan speak about the Coast Guard's homeland security mission and toured the D11 Command Center, the nerve center for the Coast Guard's Pacific operations. The next meeting is scheduled for June 16, 2010, and will be held at the California Highway Patrol Headquarters in Sacramento.

Greater Bay Area and Sacramento Regional Chapter Contact:
Sara Kay Fisher
sarakayfisher@yahoo.com
c: 415-846-5475

Midwest Region

The initial meeting of the Midwest CHDS Alumni Chapter was held January 26, 2010, at IPC International Corporation in Bannockburn, Ill. The meeting included a call-in number for those alumni who could not attend in person. In-person attendees followed the conference call with a networking dinner at a local restaurant. The meeting focused on what alumni hope to get out of a regional chapter effort. A second meeting was held via webinar and conference call on March 30, 2010. An intelligence webinar was presented by the Illinois Statewide Terrorism and Intelligence Center (STIC) for chapter members. The briefing was representative of what a vetted private-sector group receives on a monthly basis from the STIC. A meeting was held April 27, 2010. The chapter hopes to leverage the power of The Alumni Network at www.chds.us for communications and low-tech webinar type presentations. The Network is thought to help alumni remain engaged with CHDS news and information.

Midwest Regional Chapter Contacts:
Michael Crane
mcrane@ipcinternational.com
w: 847-444-2065

Raymond Kay
r.kay@orlandfire.org
c: 708-932-8558

Message from the Director

It is with great pleasure that I introduce you to the first edition of Watermark, the alumni magazine of the Center for Homeland Defense and Security.

In the seven years since the first Master's Degree Program started, and four years since the Executive Leaders Program began, we have watched with great pride as CHDS alumni have gone on to make significant contributions to the security of communities and the dynamic field of homeland security and defense.

The name Watermark suggests a distinguishing mark, visible when held up to the light. It is appropriate as this magazine is designed to recognize the collaborative efforts, successes, and achievements of both alumni and faculty. Every day, we hear remarkable stories about the ways in which the alumni and faculty have led change, offered innovations and sparked creativity in their agencies and beyond. With more than 537 combined master's and ELP alumni and 32 faculty members, we were challenged to condense the magazine to 20 pages.

The magazine and our website, www.chds.us, are designed to make it easy to stay in touch with your colleagues and maintain strong ties to the Center. We look forward to reading about the many contributions of CHDS alumni in future editions of Watermark and invite you to provide feedback and ideas on how the magazine can continue to evolve.

Stay in touch,
Glen Woodbury

Your Alumni Association

As this issue of Watermark went to press, an announcement had just been made regarding the new structure of alumni support for the Center. Over the past three years, elected representatives of the Alumni Association have struggled with the structure and process of alumni interests. What emerged from this process was the revelation that the true value of alumni as homeland emergency subject matter experts was not being leveraged to the highest degree possible. It was clear that CHDS, as a new model in education, required a more innovative approach regarding the alumni.

The new structure, first announced at the Annual Alumni Continuing Education Conference in Monterey in February, relies upon a five-member advisory assembly comprising three elected and two appointed representatives. This group will work closely with Dee Walker, the Senior Advisor for Alumni Programs, in order to further initiatives already under way and to create new alumni programs designed to support the mission of CHDS. Election results and member profiles will be featured in the next edition of Watermark.

Please address any questions to Dee Walker at diwalker@nps.edu.

In This Watermark

The Pioneers Reflections of the first cohort five years after graduation	02
2010 Alumni Conference A review of the 2010 Alumni Conference and this year's topic, technology	04
Regional Alumni Meeting Promotes Partnerships SF Bay Area/Sacramento regional chapter visits Alameda Coast Guard	06
CHDS Fellows Take Experience to FEMA Three graduates take their ideas to Washington, D.C.	08
Center Graduate Expands Vision Andre Billedeaux applies his experience and his thesis to maritime domain	10
Profiles Ellen Gordon, Fathali Moghaddam, and the debut of an applied coursework project	12
Class Notes & Faculty Footnotes Catch up with the latest alumni and faculty news	14
Making a Difference While a Student at CHDS Mark Stigler already impacts law enforcement halfway through the Master's Program	16
CHDS Alumni Directory Find contact numbers and email addresses, information about Center resources, educational offerings and more in the CHDS Alumni Directory	17

Watermark is published semiannually for the alumni of The Center for Homeland Defense and Security (CHDS). Views expressed in this publication do not necessarily represent the official policy or position of the Naval Postgraduate School, the Department of Homeland Security, the Department of Defense, the CHDS, the CHDS alumni or faculty, or the U.S. Government.



Pioneers Meet and Share Perspectives

2010 Marks Significant Anniversary for Master's Alumni

This year's annual Alumni Continuing Education Conference marked a milestone for the Master's Degree Program.

Five years after the first cohorts graduated from the program, cohorts 0301, 0302 and 0303 were invited to come to Monterey on the eve of the conference to discuss how the program has influenced them. Additionally, they were asked for recommendations on recruiting prospects from local and state agencies.

Every year, cohorts marking their fifth-year anniversaries will be invited to come a day before the Alumni Conference begins to provide their perspectives on a range of topics, such as experiences since graduation and recommendations on current issues. Graduates will use this time to discuss the most beneficial and tangible advantages of the degree they received and how they use it in their everyday lives.

During an informal session Feb. 2, a group of the early graduates discussed the different mindset that has evolved towards homeland security and how the topic ranks in importance within agency departments.

One of the unique aspects of about "Pioneer Cohort" graduates is that they began the program just two years after 9/11, with the impact of that event fresh in their minds.

"Now you have officers in the Department (FDNY) who were not even there when it (9/11) happened, so it is more of a history lesson than a real experience," said Mike

Weinlein, recently retired chief of operations with New York City Fire Department.

Nine years after the Sept. 11 attacks pushed the nation's security into its collective psyche and tapped into federal funding to bolster prevention and preparation, the feeling among state and local agencies has shifted when it comes to terrorism. A down economy and the passing of time have relegated homeland security as a government priority. Prevention and response efforts now have to compete ever harder with other government services.

"What we view as complacency, other people view as a more rational approach to budgeting."

Michael Petrie

"After 9/11, it was new, it was different," said Camille Anthony, a research associate at the Utah Criminal Justice Center at the University of Utah. "I think it (homeland security) has just fallen in lockstep with every other public policy issue that has to be dealt with. It's just another crime."

Weinlein phrased the same thought in practical terms. "I know that tomorrow we're going to work a fire; I don't know if we'll have a terrorism event," he said.

Added Michael Petrie, a former city councilman, "It is important, but when you look at what is going on with



L to R: Glen Woodbury, Vince Doherty, Michael Weinlein, LaiSun Yee, Randy Templeton, Erika Schaub, Camille Anthony, Diane Reed, Larry Greene, Michael Petrie, Chris Hetherington. Not pictured: Scott Behunin, Scott Breor, Gerry Charlton, Charley English, Robert Flowers, Ellen Gordon, Susan Jones-Hard, Thomas Richardson, Nachelle Wilkinson, David Burdick, Michael Chulick, Karen Cleveland (dec), John Cline, Tom Dailey, Jose Docobo, Mark Dolan, Thomas Engells, Thomas Goss, Ed Haukkala, Robert Henderson, Richard Hunton, Thaddeus Jankowski, David Longshore, Mary Massey, Otis McGregor, Lucinda Parker, Christopher Thornlow, Jewel Williams.

the economy, homeland security is sort of a gamble. What we view as complacency, other people view as a more rational approach to budgeting."

With that declining emphasis as a matter of concern, government decision-makers may be reluctant to send top employees to the demanding academic endeavor that is a CHDS education.

For CHDS to maintain its lofty stature the Center may need to refine and amplify its message, but the core mission is what wins over those decision makers: Free education, developing future leaders and academics that translate to real-world practice.

"We're going to have to continue to show that we are different from the rest," said Erika Schaub of Hofstra University, adding that the contacts established in the program are invaluable.

Larry Green of the U.S. Coast Guard said that the Center should stress to employers the unique product that results in a CHDS education, such as critical thinkers who can tap into a wealth of expertise possessed by fellow alumni.

"I think what they get is someone who is a strategic thinker and can reach out to a network of people to solve problems," he said.

Next year's anniversary cohorts are 0401/0402 and 0403/0404.



Graduation photos of 0301, top, and 0302/0303 bottom.



Alumni Conference 2010

More than 125 alumni, faculty, staff and other attendees gathered in the Barbara McNitt Ballroom at Herrmann Hall on the Naval Postgraduate School campus for the two-day 2010 Alumni Continuing Education Conference. Featured speakers included Assistant Secretary of Defense Paul Stockton as well as Tim Manning, FEMA Deputy Administrator, Protection and National Preparedness Directorate.



The role of social media in homeland security, the important homeland security topics facing government leaders and the outlook on academics for the Center for Homeland Defense and Security were among the educational topics addressed during the event held Feb. 3-4.

The climax of the conference featured an address by Stockton, a CHDS founder. He set forth what he called "Unity of Effort," an outline to define the roles and responsibilities of state and federal entities when responding to disasters.



Stockton's proposal enlists a 10-person Council of Governors, established by an Executive Order in January, to work with federal officials in delineating roles and responsibilities.

Furthermore, Stockton championed

what he called the three issues that would be needed for success: A "trust document" between the states and the federal government; joint emergency planning; and a regional approach to disaster response. The "trust documents" are likely to vary from state to state and would set forth common agreed-upon protocols and procedures for cooperation.

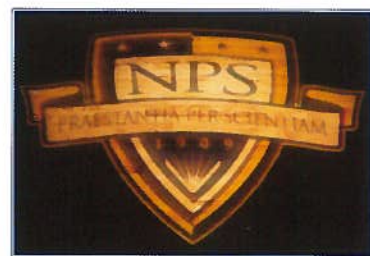
Stockton said this approach is needed to facilitate cooperation and to respect state and federal sovereignty. Governors are the sovereign and independently elected leaders of their states, while the President is elected national sovereign and the commander-in-chief of the United States military, he noted.

"We have two chains of government; they both need to be respected," Stockton said. "Any actions to improve unity of effort must acknowledge, respect and take advantage of these constitutional dual sovereignties and dual chains of commands. We are going to fail if we have a unity of effort approach where one side is poaching on the other's turf."

Manning's address centered on a string of FEMA initiatives: A ground-up national preparedness system, improved resilience for average citizens and educational programs to professionalize the emergency management/homeland security profession.

He said directives from Washington are not the answer to a well-rounded preparedness plan.

"We can't, in Washington, determine the resources needed in your communities; you know that," Manning said. "We



From the top: CHDS faculty members Dr. Nadav Morag,, Dr. Stan Supinski, N. Dawn Wilson, Dr. Lauren Wollman, Dr. Robert Simeral and Dr. Dave Brannan discuss homeland security education and curriculum; keynote speaker Asst. Secretary of Defense Paul Stockton; Richard Serino, FEMA Deputy Administrator; gathering for the Open Space discussion, NPS logo welcomes alumni to the McNitt Ballroom .



will never be able in Washington to identify the unique hazards that are faced by Wichita, Kansas, and a town roughly the same size in, say, California. There are things unique to those communities that cannot be identified by people in Washington."

"We can't, in Washington, determine the resources needed in your communities; you know that."

Tim Manning, FEMA

This year's conference was "Homeland Security Leadership through the Cyberspace and Beyond" and the first panel session held the first day of the event appropriately addressed the theme.

CHDS Adjunct Professor Robert Josefek moderated the session titled "Social Networking and Web 2.0: Implications for Leaders of Homeland Security and Defense."

With social media embraced in growing numbers among the age 20 to 40 demographic, agencies would be well advised to embrace the technology, said a couple of panelists.

"The institution has to reach out to the community," said panelist John Bilotta, CHDS Sr. Risk Communications Advisor. "My big worry is, if you're not playing aggressively in this field, you're going to get left behind."

Using social media, such as Facebook and Twitter, enables

agencies to get their messages out to the public while giving citizens a sense of engagement.

Some speakers in the audience expressed concern about the ability of their agency to quickly issue accurate information and the vulnerability of being hacked and spoofed with inaccuracies.

"We can be spoofed; we can be intruded upon," said Craig Mastapeter, Chief of DHS Intelligence Enterprise Continuity Programs. "We need to learn how to use this so as not to lose our credibility. We have to be right. In order to do that, we need to be able to digest, vet and evaluate that information."

The second morning session was titled "The Evolution of CHDS" and offered a glimpse into new and revised initiatives in the Center's

academic programs. New developments slated for 2010 include a leadership program for fusion centers led by Professor Robert Simeral and an initiative led by Professor Nadav Morag to establish a sort of applied policy think tank comprising CHDS faculty and alumni. The fusion center program would be similar to the Executive Leaders Program, Simeral said, aimed at orienting the personnel that staff these centers to leadership in homeland security. The think tank would be focused on providing answers to real-world policy issues facing the Department of Homeland Security, Morag said.

The first day's sessions ended with an open-space exercise in which participants addressed the question, "What should homeland security leaders be talking about?" During the four-hour session, participants split into small rotating groups to discuss various proposed answers to that question. That was followed by a reception on the Quarterdeck at Herrmann Hall where Naval Postgraduate School President Daniel Oliver welcomed attendees.



Clockwise from the top: Catching up with classmates and friends at the reception at the Quarterdeck; presentation of the CHDS Legacy Plaque honoring the late Karen Cleveland and Matt Simeone; Technical Challenges panel discussion is moderated by Dr. Robert Josefek, sitting on far right; Michael McDaniel and Tim Manning of FEMA addressed the conference

Regional Alumni Meeting Promotes Partnerships

Partnerships among varied agencies are crucial to keeping the nation secure.

That was part of the message from U.S. Coast Guard Rear Admiral Tim Sullivan to about one dozen alumni of the Center for Homeland Defense and Security during a CHDS Regional Alumni Chapter meeting Feb. 12 at Coast Guard Island in Alameda, Calif.

In addition to a briefing from Sullivan, Cmdr. Brian Hill, a CHDS alumnus, outlined Coast Guard responsibilities in the Pacific Ocean and alumni had an opportunity to view the Coast Guard's Operations Center.

The Bay Area/Sacramento CHDS alumni chapter met in the first of periodic events aimed at networking and stimulating continued dialogue about homeland security practice and policy.

The purpose of the alumni chapter meetings is to foster relationships among CHDS alumni, provide professional development opportunities, and provide opportunities to contribute to the homeland security dialogue within one's community," said Sara Fisher, who organized the chapter meeting.

The events also provide insight to various homeland security operations such as the U.S. Coast Guard.

During a 20-minute talk, Sullivan touted the importance of a concept well-familiar to any CHDS graduate – interagency cooperation.

Strengthening cooperation on day-to-day matters can pay off during more severe events, Sullivan said.

"I think one of the biggest challenges is creating shared business practices – what can we do on a day-to-day basis to understand your doctrine so that when the big event comes we have a better understanding of each other," Sullivan said.

The Coast Guard cherishes the same kind of cooperation fostered at CHDS.

As an example, Sullivan noted his agency's boarding officers are trained at the Federal Law Enforcement Training Center in Charleston, S.C. "That gives us a huge opportunity to train with both federal and local law enforcement

where you can assimilate with all those other cultures," Sullivan said.

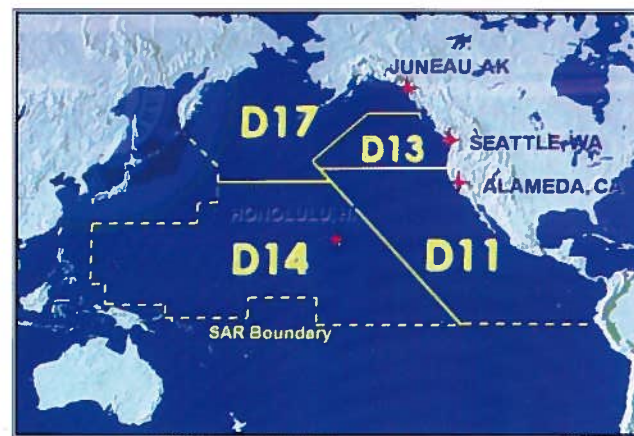
Another cooperative training enterprise takes place at the Special Mission Training Center in Camp Lejeune, N.C. That center allows Coast Guard personnel to train with the Navy and Marines in maritime security endeavors. This gives all the organizations an opportunity to train with each other, something that will be valuable in a large catastrophic event, Sullivan noted.

That kind of cooperative effort was a familiar concept for CHDS alumni.

"Admiral Sullivan's address to the group, among many other things, demonstrated the high level of esteem Homeland Security leaders have in the CHDS program," Fisher said. "While explaining the mission of the Coast Guard's Force Readiness Command, he was able to clearly relate it to CHDS' own mission, demonstrating a great interest in and understanding of the Center's goals."

"The purpose of the alumni chapter meetings is to foster relationships among CHDS alumni, provide professional development opportunities, and provide opportunities to contribute to the homeland security dialogue within one's community."

Sara Fisher



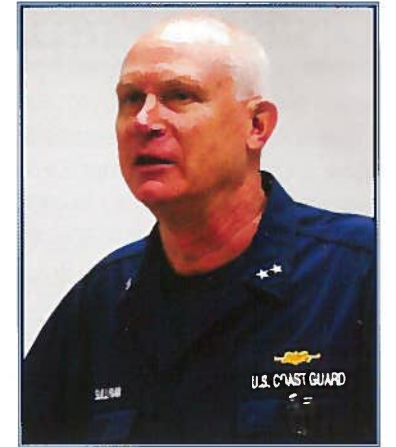
The map, above, displays areas of Coast Guard responsibility in the Pacific

Hill outlined the Coast Guard's duties in port security, law enforcement, marine environmental response, and search and rescue. District 11 is responsible for some 3.3 million square miles of Pacific Ocean, he noted. The rescue domain extends to Central America and the law enforcement to South America.

Following the morning briefing, CHDS alumni toured the Command Center which serves as the nerve center for response for the whole of the Pacific Ocean. The 50-person center operates continually year round, said Lt. Cmdr. Holly Shaffner. The staff's responsibilities are divided into search and rescue; law enforcement; a situation desk that focuses on issues such as maritime homeland security and pollution events and a command duty officer who oversees the daily watch and reports directly to the District and Area Operational Commander.

The day ended with a working lunch where the alumni were updated on academic and research developments at CHDS.

"I think one of the biggest challenges is creating shared business practices – what can we do on a day-to-day basis to understand your doctrine so that when the big event comes we have a better understanding of each other."



U.S. Coast Guard Rear Admiral Tim Sullivan, above



Members of the San Francisco Bay Area/Sacramento Alumni Chapter at Coast Guard Island in Alameda with fellow CHDS graduate Cmdr. Brian Hill of the U.S. Coast Guard, Wendy Walsh of NPS, and Professor Richard Bergin

Wendy Walsh, NPS Homeland Defense and Security Coordinator, summarized research opportunities at the Naval Postgraduate School that are applicable to homeland security.

"There are a lot of things happening that you could capitalize on and bring back to your jurisdiction," Walsh said.

Among those initiatives is the Maritime Information Sharing Taskforce (MIST), which seeks to incorporate the ideas and practices of private industry in bolstering port security.

Also, through the NPS RELIEF Program, representatives from state and local agencies may go to Camp Roberts to see how the technology under development can be used for

homeland security possibilities such as an unmanned vehicle to track flooding, for example

Walsh also discussed the new Center for Infrastructure Defense initiative, which was established to bring a scientific approach in assessing threats to critical infrastructure.

CHDS Professor Richard Bergin updated the former students on a Center milestone goal to establish a think-tank comprising alumni and faculty led by faculty member Nadav Morag and the alumni leadership. The goal is to utilize the expertise available at CHDS to address real-world policy issues of the day. Bergin also provided an update on a faculty meeting in June that will focus on fine-tuning CHDS curriculum.

CHDS Fellows Focus On Disaster Preparedness

From citizen preparedness to first-responder readiness, three Center for Homeland Defense and Security fellows temporarily working in Washington, D.C., have been applying their expertise in real-world ways.

Graduates Donna Cayson, Pam Broughton and Alicia Welch have been working at the Federal Emergency Management Agency since September. These fellowships are annually awarded to CHDS graduates and are aimed at enabling those alumni to share their local expertise while gaining understanding of the processes and inter-workings of the Federal Emergency Management Agency.

Seven months into their work, the fellows say they are seeing their projects come to fruition.

PAM BROUGHTON

Pam Broughton is working on a full slate of projects, including two that will be directly applicable to her home agency in Hamilton County (Cincinnati) Ohio.

Originally, Broughton had envisioned addressing a project known as the Cost to Capability (C2C), a decision support tool designed to assist states and locals with improving the effectiveness of the Homeland Security Grant Program (HSGP). Following a recent Congressional sub-committee hearing, this project was temporarily put on hold. Nonetheless, Broughton has immersed herself in numerous preparedness and planning efforts.

“Being here helps me to understand what FEMA is going through as they try to implement programs. I can now go back to my home agency and explain why and how certain things are happening.”

Pam Broughton



“I branched out and found other opportunities that are of interest to me and that will be beneficial to my home agency,” said Broughton, Program Coordinator with the Hamilton County (Ohio) Emergency Management Agency.

Broughton has assisted in the 2010 National Plan Review. This review is an analysis of emergency operation plans for all 50 states, 75 major metropolitan areas and 6 territories and is a follow up to the 2006 National Plan Review.

This role has given her insight into a wide breadth of emergency operation plans and provided the opportunity to examine different ways to synchronize them, something that will be useful at her home agency as it works with surrounding counties in a similar effort.

“Our region wants to develop a regional emergency operation plan for the 12 counties in our urban area,” Broughton said.

Also, she is working with FEMA’s National Preparedness Directorate to develop strategic planning guidance for states and urban areas.

This will benefit Broughton when she returns to Ohio where she will be updating her region’s homeland security strategy, she said.

Remaining projects include service as the Community Preparedness track lead for the 2010 Urban Areas Security Initiative (UASI) National Conference to be held in New Orleans; identifying best practices for grant programs as part of the National Preparedness Task Force; participating in planning for the Homeland Security Grant Program peer review process; and assisting FEMA with work force analysis aimed at attracting and retaining career emergency management professionals.

In all, the experience has provided a different viewpoint of emergency management, Broughton added.

“It’s a good learning experience to see how the federal government operates,” Broughton said. “At the local level, the bureaucracy can at times be difficult to understand. Being here helps me to understand what FEMA is going through as they try to implement programs. I can now go back to my home agency and explain why and how certain things are happening.”

DONNA CAYSON

For Donna Cayson, a retired Sierra Madre (Calif.) Police Department sergeant, her time in the nation’s capitol has been spent on building individual preparedness and resilience by engaging the citizens of her community.

“Although preparedness is a national priority, I don’t believe this is anything that Washington can accomplish on its own,” Cayson said. “I have worked with citizens at the grassroots level and I believe that is where preparedness has to start.”

She has enlisted about 20 stakeholder groups in Sierra Madre ranging from emergency responders to faith based organizations to civic groups to the local Chamber of Commerce in an all-inclusive effort to increase public awareness on the need to be prepared, have a plan and stay informed about natural disasters and catastrophes that can affect them

Not only is the city located in earthquake prone Southern

California, it sits against the foothills of the San Gabriel Mountains and is vulnerable to wildfires and mudslides.

The Sierra Madre Individual Preparedness Project has its own website at <http://site.smipp.org>. The effort has been launched with a pre-survey to measure the level of readiness of the city’s residents. A series of community meetings is scheduled for late spring and summer 2010 to deliver preparedness education to the community. Additionally, each stakeholder group will also engage in preparedness education to their own social network.

“Although preparedness is a national priority, I don’t believe this is anything that Washington can accomplish on its own.”

Donna Cayson



A follow-up survey will take place this fall to gauge the effectiveness of Cayson’s project. The goal is simple: Get the citizens of Sierra Madre to be prepared, have a plan and stay informed of emergencies and natural disasters that can affect them.

“If we can just get them to be aware of the need to prepare, that is key,” Cayson said.

FEMA has an existing program called Citizens Corps, established in 2002, that is geared toward making communities better prepared for emergencies, but Cayson’s project is a more modernized and grassroots version and seeks to gain traction based on an all-inclusive, collaborative, community-based approach.

Cayson will make a presentation in June at the Urban Area Security Initiative (UASI) conference in New Orleans.

Ultimately, she envisions an individual preparedness program that can be applicable to all communities.

“We need to be prepared, resilient and aware,” she said. “FEMA has great tools, but we need a better system to get the message to the citizen while at the same time engaging and including them in the process.”

ALICIA WELCH

Los Angeles Fire Department Capt. Alicia Welch believes when it comes to preparedness, emergency agencies should lead by example.

Her main project as a CHDS Fellow with FEMA is aimed at increased preparedness for first responders and their families in times of emergencies.

“Community preparedness is a national priority,” Welch said. “We have not had a lot of success getting our communities prepared. If first responders’ agencies aren’t really taking the message seriously, why would the public?”

Welch intends to change that with a pilot program for the LAFD that she has developed during her fellowship.

The idea is that firefighters, police and emergency managers, need to ensure their families are safe so that they can report to duty and do their jobs for the extended periods of time that are required during emergencies. Welch cites Hurricane Katrina in 2005 and the challenge of keeping emergency workers on the job during that disaster.

To do that, these responders need to practice the same measures that agencies urge other households to do.

“We’re urging the firefighters to go home and make an emergency plan with their families,” Welch said.

These steps include designating a contact that lives out of state, having a common meeting place both outside the family dwelling and elsewhere in a central location, three- to seven-day reserve of food and supplies, knowing where shelters are located in their community, among other steps.

While the first phase will involve educating the emergency work force and family on the need for preparedness planning, the second phase of the pilot project would be to get agencies to do the same on an institutional level.

“We have not had a lot of success getting our communities prepared. If first responders’ agencies aren’t really taking the message seriously, why would the public?”

Alicia Welch



These measures include crafting mutual aid agreements with like-purposed agencies in the vicinity to assist in times of emergency or disaster. Also, fire, police and medical agencies need to ensure they can feed and shelter their work forces for extended time periods. The final phase for the agency will be to incorporate education, training, policy and procedure into an organizational preparedness plan.

The end result will be to craft a program that can be packaged and applied to other localities around the country so that whether there is an earthquake in California or a blizzard in Washington, D.C., affected agencies can have a preparedness plan in place.

Welch plans to attend conferences of professional organizations to tout this approach in addition to creating an example with the LAFD.

“Hopefully, by the end of the year, FEMA will have a product they can push out to anybody who wants it,” Welch said.

CHDS Grad's Citizen Corps Vision Expands

U. S. Coast Guard Cmdr. Andre Billeaudeau was floating in a "yola" off the Puerto Rican coast in 1996, acting the part of an illegal immigrant, when he made a sobering realization.

Floating undetected was way too trouble-free.

"I found it to be fairly easy to elude the large vessels and aircraft," Billeaudeau said.

During that training exercise, in which he was trying to avoid Coast Guard notice, he looked on the beach, saw the houses dotting the area, and wondered why those residents could not be part of an effort to help the Border Patrol and the Coast Guard detect suspicious activity.

"It occurred to me then how simple this idea might be," he recalled.

That experience sparked a labor of love that Billeaudeau nurtures to the present day and provided a ready-made topic for a thesis assignment when he began working on his master's degree at the Naval Postgraduate School Center for Homeland Defense and Security (CHDS).

The result is the Citizen's Action Network, or CAN, a network of well-informed coastal residents who act as the Coast Guard's eyes and ears on demand and stand watch on behalf of the Coast Guard. The 350-member network covers both busy ports or along lonely stretches of waterways in the Pacific Northwest where the Guard's resources are stretched thin.

What began as a vision in a makeshift boat is now a citizen cadre that is supporting the Coast Guard in the Pacific Northwest, with similar groups preparing for launch on the Gulf Coast and in the waters along the Outer Banks of North Carolina.

Before 9/11 or the creation of CHDS, Billeaudeau implemented his vision of a citizen corps for the waterways of the country. When assigned as a Coast Guard operations officer to the Puget Sound region in 1999, he realized the idea he had back in Puerto Rico would be applicable to the Pacific Northwest.

We only had a couple of Coast Guard stations to manage the whole area," he said, noting the total area encompasses more than 400,000 square miles. "I didn't have enough traditional assets to manage the busy caseload."

Billeaudeau began a program of asking citizens and businesses located on the waterfront if they would be willing to take an occasional phone call from the Coast Guard to help locate missing vessels, offer on-site weather observations and generally serve as an all-hazards watchdog group. CAN, as it came to be known, has less rigorous requirements than membership in the longstanding Coast Guard Auxiliary, though it capitalizes on the Auxiliary's volunteers and knowledge base. Auxiliary members are crucial to forming and administering the Network as they take on the task of recruiting and training members of the network as well as maintaining ongoing contact with Network participants.

Fast forward a few years. The events of September 11 heightened the nation's vigilance and created an increased sense of urgency for domestic security. A few years later, Billeaudeau enrolled at CHDS, an institution forged in the wake of those attacks.

He brought a new academic backbone to his vision of citizen involvement and incorporated it into a thesis titled "Leveraging Citizens and Cultivating Vigilance for Force Multiplication in the Maritime Domain."

"CHDS helped moved it from hobby to something much more formal; it gave it some backbone," Billeaudeau said. "The research and concept has been accepted into some national venues."

Andre Billeaudeau

The research he conducted while at CHDS has helped transform his vision of the CAN program from a bit of a hobby into an effort that is being replicated elsewhere and a concept that is becoming part of the Department of Homeland Security's (DHS) national strategy.

"CHDS helped moved it from hobby to something much more formal; it gave it some backbone," Billeaudeau said. "The research and concept has been accepted into some national venues."

Billeaudeau points to DHS Secretary Janet Napolitano's remarks last summer to the Foreign Relations Council as validation of the importance of groups like CAN.

"For too long, we've treated the public as a liability to be protected rather than an asset in our nation's collective security," Napolitano said. "You (citizens) are the ones who know when something is not right in your communities."

Certainly, Billeaudeau agrees with that statement, noting that citizen involvement is cost-efficient - all that is needed are concerned residents living on the water who are willing to be on call and have a way to communicate. Most of them

possess longstanding knowledge about their particular waterway.

"I think this is one of the best bangs for buck the country has," he said. "The homeland security of the country rests on its citizenry."

With that validation breathing wind into its sails, CAN is expanding both numerically and in how it reaches out to its members.

Currently, the program operates on waterways in Idaho, Oregon and Washington, along with a similar Canadian group in British Columbia that operates through the Royal Canadian Mounted Police.

In Louisiana, the 8th District Coast Guard and Auxiliary Flotilla 42 in Mandeville, La., launched a CAN program in November 2009 along the upper Gulf Coast, an ocean shoreline that stretches from south Texas to the Florida panhandle and encompasses lonely bayous, stretches of the Intracoastal Waterway and Lake Pontchartrain.

Formation of CAN chapters is also underway in North Carolina and Maine, Billeaudeau said.

While these networks are valuable in assisting high-profile search and rescue events or monitoring oil spills, they are also useful in post-storm activities as they are able to check items such as bridge lights and aids to navigation, said U.S. Coast Guard Capt. Jim Montgomery, noting that vessels such as tug boats depend on those aids to navigate the region's waters.

CAN's Pacific Northwest operation has its own page on the social networking website Facebook (<http://www.facebook.com/group.php?gid=173949413792&ref=mf>), marking a new chapter in how citizens and the Coast Guard can communicate with each other.

Taking advantage of social networking and Web 2.0 shows CAN's continuing evolution - Billeaudeau recalls when the program first began the telephone was the basic medium of contact.

"I think this is one of the best bangs for buck the country has," he said. "The homeland security of the country rests on its citizenry."
Andre Billeaudeau

Social networking also complements the CAN strategy of keeping its participants informed in an interactive way, not only alerting them to watch for threats but also giving them feedback after an event.

"That really builds into the whole concept," Billeaudeau said. "You can do a lot with very little."

Find more information about Citizen's Action Networks at www.CitizensActionNetwork.info. This website hosts CAN information which includes:

- Setting up a CAN
- DHS and USCG papers
- Safety Information
- Cdr Billeaudeau's thesis and papers
- Websites
- Press releases and internet news stories
- Presentations
- Video clips

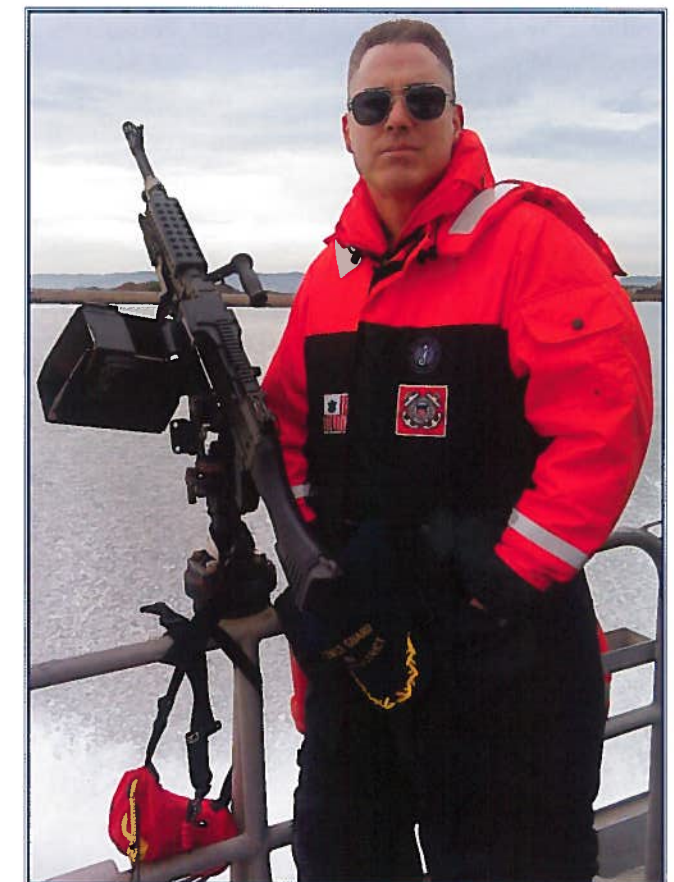


Photo by Charles Brownstein

CHDS graduate Andre Billeaudeau in action at the Coast Guard.

Faculty Profiles

Ellen Gordon

Ellen Gordon has witnessed the evolution of the Center for Homeland Defense and Security as student and instructor.

A member of the first CHDS Master's Degree cohort, she now serves on the Center's faculty and as Associate Director for Executive Education Program. Gordon came to the Center with an impressive resume, having served as the Governor's Homeland Security Advisor as well as the Homeland Security and Emergency Management Administrator for the state of Iowa.

She currently serves on two national bodies: FEMA's National Advisory Council, to which she was appointed in January 2010, and the Homeland Security Advisory Council, to which she was named in June 2009.

In between travel to Washington, D.C., and the Naval Postgraduate School in Monterey, she resides on the shore of Lake Thunderhead in Northern Missouri.

Q) Describe your role on the FEMA Advisory Council and the Homeland Security Advisory Council? What types of issues do these Council's address?

A) "We meet at least twice a year if not more often," Gordon said of the Homeland Security Advisory Council. "Last year, we worked on the Southwest Border Initiative. Currently we have a workgroup researching the topic of countering violent extremism. The Secretary has asked for best practices as well as how the Department and the nation should address violent extremism."

Gordon's service on advisory councils dates from 1999, when she served on the Gilmore Commission. That Commission, chaired by former Virginia Gov. Jim Gilmore, developed more than 100 recommendations for the Administration and Congress. Many ended up being implemented in 2001. In 2003, Gordon was named to the Homeland Security Advisory Council's Emergency Response Advisory Committee. Last summer, she was asked to serve on the Homeland Security Advisory Council by DHS Secretary Janet Napolitano. The body assesses issues and provides feedback to the Secretary as requested.

It was her service on the Advisory Council that led to her appointment to the FEMA National Advisory Council this past January. Similarly, this group will examine issues as directed by the FEMA administrator. The Council recently reviewed FEMA's disaster recovery plan.

After serving on advisory bodies under three administrations (and three DHS Secretaries – Tom Ridge, Janet Napolitano, and Michael Chertoff), she believes advisory bodies providing stakeholder perspective and recommendations certainly has merit.

Q) Homeland security education has evolved since you were a student here. How has it changed?

A) "I was in the first cohort of the Homeland Security Master's Degree Program. Those of us who were involved in 2003 and 2004 provided input and feedback to assist in building the foundation for the master's degree program," she said. Being involved in the program since its inception has afforded Gordon the opportunity to see tremendous maturity of the students as well as the entire program.



"I believe CHDS has done a wonderful job of moving all of their programs in a positive direction, which has furthered the growth of a homeland security network and profession."

The Executive Leaders Program, established in 2006, has also continued to evolve.

"It's a flexible program," Gordon notes. "The maturity and the topics that are discussed are not always the same. The issues change. We want to continue to be relevant. We want to talk about where we've been and where we are going. The participants in ELP really help with that process because they bring experience and leadership to the program."

Q) What is most rewarding part working at CHDS?

A) "The opportunity to interact with students and participants who are involved in homeland security on a day-to-day basis. That's an opportunity many people don't have. Being involved in what I consider a world-class program and with world-class students is very rewarding."

Q) What motivated you to get master's degree here? What led to your job here?

A) "I was fortunate to have been asked," Gordon said. "I had to go through the application process, but I was asked."

Gordon said she had always planned to continue her education by earning a master's degree, but work demands put that plan on hold. One day, she received a phone call from Bill Kelley who asked her if she was interested in applying to the program.

After completing the program, she was ready for a change after a 20-year career in Iowa and was offered a job by Paul Stockton (former Naval Postgraduate School Associate Provost and one of the founders of CHDS).

"I was ready for somebody else to take over my job in Iowa," she said. "I guess I was in the right place and the opportunity presented itself."

Q) What are some skills/concepts you learned as a CHDS student that you retain and emphasize as a faculty member?

A) "One is the importance of doing research," Gordon said.

When she was working, the daily grind tended to make her lose sight of the importance of research, she said.

"In going to graduate school, I relearned the importance of research. I try to convey to students, 'don't lose sight of the importance of that when you go back on home and are doing your job.'"

"The other important thing for me is that there is more than one perspective on any one issue, and there is sometimes not one right answer. Taking that knowledge into the classroom is still important. I believe that helps broaden our thinking and strengthens our critical thinking capabilities."

Fathali Moghaddam Completes Trilogy

As marginalized fundamentalist societies feel ever-more threatened by accelerating globalization, new educational approaches are needed to thwart individuals in those societies from resorting to terrorism.

That is one of the lessons from a new book authored by Fathali Moghaddam, a member of the Center for Homeland Defense and Security faculty. Moghaddam's latest work, "The New Global Insecurity," is the third in a trilogy that examines the role that culture, and what he terms "fractured globalization," plays in terrorism.

Moghaddam proposes all humans have a need for individual and collective security. A new paradigm is required to address security needs in a world where globalization has benefitted many, but left others feeling marginalized and threatened. He calls for a new approach, "omni-culturalism," a two-step process to teach and learn about differing cultures by emphasizing the similarities of all human beings before studying the differences.



People most prone to terrorism become ever more galvanized by a global society they see as threatening their culture and by increasing competition for resources. For example, the Islamic world sees the Western lifestyle and begins to crave the freedoms and consumer products of that way of life.

"The fundamentalists see these changes as a threat. Their reactions are intended to increase their survival chances," Moghaddam said. "The consequence is greater global insecurity."

This latest work builds upon two previous books, "The Terrorist Point of View: What They Experience and Why They Come to Destroy" and a follow-up book, "How Globalization Spurs Terrorism: The Lopsided Benefits of 'One World' and Why that Fuels Violence." All three study reactions to perceived threats.

Moghaddam, born in Iran and educated in England, worked at the United Nations and McGill University before accepting a position at Georgetown University in 1990.

Bergin's Idea for Applied Coursework Project

Faculty member Richard Bergin was looking for way for his students to capitalize on the research their predecessors had done in his Technology for Homeland Security course.

"Initially, I just wanted to share course research among cohorts," said Bergin. "I was looking at building on prior work and building synergy among cohort members."

The result of Bergin's vision is this new section on the Center for Homeland Defense and Security website, "Out of the Classroom and Into the World," which highlights study and research that has been applied, or could be applied, to improve homeland security.

The new section was added to the Center's website (www.chds.us) in early April 2010. It features a collection of summaries on course papers and links to those papers. Viewers are also directed to the Center's theses collection. Additions to this project will be made incrementally and over time expand to other course offerings.

While theses written by CHDS students are geared toward real-world application, the multi-disciplinary coursework offered at the Center also has direct impact on policy and practice in homeland security.

Bergin realized the course papers his students had been writing were addressing concepts that were stirring further academic study or practice out in the field



"There were a lot of stories coming back from every cohort (about how the course research had been applied)," Bergin said.

The new section of the CHDS website is aimed at showcasing that research in action. The intent is that the new section will spread to other courses and topics, said Strategic Communication Director Heather Issvoran.

"This project is important because the entire national homeland security community can benefit from the ideas, innovations and research in our classrooms. We have yet to realize the force multiplier effect of our master's degree program," Issvoran said.

For the inaugural offering, Bergin, who teaches the Technology for Homeland Security course with Robert Josefek, posed the following question to former students regarding their research and course paper: 1) What the research was about; 2) How the research influenced the use of technology in homeland security; 3) What has materialized since completion of the research.

The goal of the project is to illuminate and share the innovations that are produced and conceptualized within the CHDS classrooms to promote further collaboration between local, state, tribal, federal and military agencies.

Class Notes & *Faculty Footnotes

MA0301

Ellen Gordon was appointed to the Homeland Security Advisory Council.

MA0302/0303

David Longshore has been named Press Secretary for the New York State Assembly.

John Cline has completed his second book, titled "The Last Confederate Battle: A Novel," to be published by Borderline Publishing.

MA0401/0402

Michael Grossman was promoted to Chief of the Homeland Security Division for the Los Angeles Sheriff's Office.

Susan Reinertson has been named Chief Operations Administrator at Amtrak.

Harry Mayer was assigned as a U.S. Government liaison to the Pan American Health Organization where he helped coordinate the multi-national medical response.

Jeff Burkett was confirmed by the U.S. Senate to the rank of Colonel in the United States Air Force.

Sharon Caudle was named the new director of the homeland security graduate certificate program at The Bush School of Government and Public Service, Texas A&M University.

MA0403/0404

Jay Hagen has been promoted to Battalion Chief at Seattle Fire Department. He is also current co-chair of The InterAgency Board, or IAB.

Gregory Jaksec was assigned to the Defense Information System Agency as the Chief of Network Operations, Scott AFB, Ill.

MA0501/0502

Michael Meehan of the Seattle Police Department was named police chief of Berkeley, Calif.

MA0503/0504

Kevin Eack was honored before the Illinois Terrorism Task Force with the Outstanding Service Award for his efforts in homeland security.

John Flynn has retired from the New York City Fire Department after 20 years of service.

MA0601/0602

John Paczkowski has been named Vice President for Emergency Management Line of Business by ICF International.

Lt. Col. Timothy Alben was promoted and named Commander of the Field Services Division, Massachusetts State Police.

Douglas Weeks has retired from the Orange (Calif.) Fire Department and is now pursuing his PhD at the University of St Andrews, Scotland.

ELP0601

Richard Serino was nominated by President Obama to be Deputy Administrator for FEMA, and has been appointed to that position.

Ellis Stanley received an Honorary Doctoral Degree for Public Service from the University of Maryland Eastern Shore.

David Kaufman was appointed Director of the Federal Emergency Management Agency's Office of Policy and Program Analysis.

MA0603/0604

Chuck Brueggemann retired as First Deputy Director for the Illinois State Police after 25 years of service.

Peter Winski retired from the New York City Police Department and was honored at a retirement party in New York City on April 14.

Class Notes & *Faculty Footnotes

MA0701/0702

Major Ryan Burchnell has been appointed Chief of the Office of Domestic Security and Intelligence at the Florida Highway Patrol Headquarters in Tallahassee.

ELP0701

Samuel Simon was appointed to Missouri Gov. Nixon's Homeland Security Advisory Council and serves on the HSAC Higher Education Committee

Steve Pitts has been named as acting Reno (Nev.) police chief.

ELP0702

Shawn Henry has been named assistant director in charge of the FBI's Washington Field Division.

David Gersten is serving as Acting Deputy Officer for Programs and Compliance for the U.S. Department of Homeland Security, Office for Civil Rights and Civil Liberties.

MA0703/0704

Joseph Fernandez was named Emergency Services Manager and Fire Chief in Dania Beach, Fla.

Tony Russell was sworn in as FEMA Region VI Administrator.

Adrienne Werner was appointed to program manager in the Office of Emergency Communications, within the Department of Homeland Security, National Protection and Programs Directorate.

Stephanie Blum had a paper published in the Boston University Public Interest Law Journal titled "What is Really at Stake with the FISA Amendments Act of 2008 and Ideas for Future Surveillance Reform."

MA0801/0802

Jody Woodcock has been named Deputy Director of the Pierce County (Wash.) Department of Emergency Management. Woodcock was formerly the Program Manager with the department.

ELP0801

Douglas Holton has accepted the position of Associate Dean of Human and Protective Services at Madison Area Technical College in Wisconsin.

Andrew Velasquez was appointed FEMA Regional Administrator for Region V.

ELP0802

Michael Dyer was selected as Fire Chief for the County of Santa Barbara, Calif.

MA0803/0804

Brian E. Sturdivant has been recognized by Cambridge Who's Who for demonstrating dedication, leadership and excellence in fire safety, fire operations, fire administration and fire training. Sturdivant is Deputy Fire Chief for the Scottsdale (Ariz.) Fire Department.

MA0805/0806

Kristi Church has been named Deputy Branch Chief, Space Authority, with the Programs Division of Air Force Space Command's Directorate of Plans, Programs and Analyses. She was previously Chief, Total Force Initiatives.

Patrick I. Butler has been promoted to Assistant Chief with the Los Angeles Fire Department.

A. Bentley Nettles of the Texas National Guard was promoted to Colonel and has been accepted to a one-year fellowship at Tufts University in Boston.

*Faculty Footnotes

Richard Bergin is featuring his students' work in an applied course work project, "Out of the Classroom and Into the World".

Tom Mackin is providing his engineering expertise to The Discovery Channel's "The Colony" television series.

Kathleen Kiernan joined the CHDS faculty, bringing her 29 years of federal law enforcement and academic expertise to the campus.

Seth Jones has published a book titled "In the Graveyard of Empires: America's War in Afghanistan."

Ted Lewis has a new book, "Network Science: Theory and Applications."

Fathali M Moghaddam has added the final book to his trilogy, "How Globalization Spurs Terrorism: The Lopsided Benefits of 'One World' and Why That Fuels Violence."

Student Profile

Waukesha Police Department Deputy Chief Mark Stigler



Ask just about any CHDS graduate, and they'll say a prized byproduct of a degree from the Center for Homeland Defense and Security is seeing their classroom concepts bring new life to their work world.

Waukesha (Wis.) Police Department Deputy Chief Mark Stigler has seen some of the fruits of his studies implemented - just halfway into his CHDS coursework.

"Theory and debate are futile unless they result in affirmative action in the real world," said Stigler, who was promoted to his current rank in January. "This program has far exceeded my expectations in that regard. It has acted as a guiding path toward a desired future we are all working for - a prepared, resilient and secure homeland."

CHDS classes in technology and critical infrastructure have translated into several areas of police practice in the city of 70,000. Intelligence-led policing, sharing and receiving information with Wisconsin's two fusion centers, teaming with fellow CHDS students to analyze protection of the city's water system, and a high-tech surveillance system in the city's vibrant downtown have all been implemented thanks, in part, to a push by Stigler.

Like many localities, the Waukesha police were frustrated by a lack of connection with fusion centers. After hearing the complaints, Professor Robert Simeral challenged his class to reach out to these fusion centers, Stigler noted.

"He had a point," Stigler explained. "After that, we decided to visit our state and local fusion centers and talk to them about what both the producer and the consumer of intelligence needed and wanted."

Now, fusion center intelligence bulletins are assessed and distributed to detectives and line officers on a daily and weekly basis. These alerts have proved valuable on many occasions, such as an alert regarding a chemical in large commercial devices that could be altered into an explosive element. Waukesha has several large producers of those devices and that bulletin spurred investigation to determine whether additional protective measures were needed, Stigler said.

That kind of relationship with state fusion centers will also help the Waukesha Police Department's effort into intelligence-led policing (ILP), an adjunct to community oriented policing. The department began that quest with help from another CHDS student, Cmdr. Cheryl Wade of the Ventura (Calif.) Police Department, who shared how her department implemented the ILP approach.

"We're attempting to follow a similar model," Stigler acknowledged. "Although our police department is of a

modest size, ILP can greatly benefit not only our city but the surrounding county as well."

The crime analyst function of the ILP can help by organizing, evaluating, and distributing intelligence to those who need it and can use it, he added.

On another front, the department last fall installed pan-tilt-zoom cameras in its downtown business district, a concept discussed during Technology for Homeland Security class. The program, dubbed "OptiCop," allows video to be wirelessly transmitted to the city's server where it is recorded. The live video is fed into the police and fire communications center where it is displayed on large video screens.

The cameras have had a noticeable impact.

"The drug dealers who once operated in parts of the coverage area have left and not returned," Stigler said. "We have seen them come out of a building and look up at a camera, then dart back inside - they know the cameras are watching 24-7."

Dozens of criminal actions or arrests have been retained on video during the past eight months. In March, the system was used to locate a person in a parked car who was seeking medical help, but had called on a cell phone and could not identify their location. Dispatchers used the camera system to pinpoint the car and Emergency Medical Service personnel were able to render aid.

This spring more cameras are to be installed near a heavily used parkway in the city that is adjacent to the Fox River. Despite some initial concerns in the business community that the cameras would give the perception the area was not safe, there have been no complaints since the cameras began operating. In 2010, plans are to expand the system to include other important areas of the city. The city is also considering bringing in private sector partners as well as a local university's public area cameras to integrate into its system.

Meanwhile, Stigler and fellow CHDS students, Russell Accardi, Assistant Chief of the DelRay Beach (Fla.) Fire Department and Malcolm (Rob) McLellan, Coast Guard Commander, have applied knowledge from studying critical infrastructure protection and surveyed Waukesha's municipal water system. The students looked at critical links, nodes, and hubs to determine which are most vulnerable and how to better protect them. This information and recommendations were presented to Waukesha's water officials.

The technical and policy education at CHDS have brought immediate fruits to Stigler, but he believes the biggest benefit of the program is learning to think critically about emerging issues.

"Going through the CHDS master's program has been like an awakening, giving me an entirely new outlook on homeland security that can be directly applied to my community," he said. "It has given me a new, holistic perspective of the most urgent public safety and homeland security issues facing our country."

Why is this magazine titled Watermark?

The word Watermark suggests a distinguishing mark, visible when held up to the light. Watermarks are used for authentication, have security applications, and indicate a high point of achievement. They are also used to make a permanent mark to create a lasting impression. A watermark is an appropriate symbol and title for this magazine, which is designed to recognize the collaborative efforts, successes, and achievements of both alumni and faculty.

Educational Resources

Homeland Security Digital Library

The Homeland Security Digital Library (HSDL) is the nation's premier collection of documents related to homeland security policy, strategy, and organizational management. Visit this online resource at www.hsdl.org.

Self Study Courses

Non-credit, online self-study courses, derived from the NPS CHDS Master's degree curriculum, are available to homeland defense and security professionals who wish to enhance their understanding of key homeland security concepts and who require the flexibility of self-paced instruction. Find self-study courses on the CHDS website home page at www.chds.us.

The Homeland Security Affairs Journal

Homeland Security Affairs is the peer-reviewed online journal of the Naval Postgraduate School 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. Read the Journal at www.HSAJ.org.

Conferences

The next CHDS Continuing Education Conference is scheduled for February 2 and 3, 2011, in Monterey, Calif. Look for registration information beginning mid-2010.

Alumni Store

Look for new official CHDS gear available online and on campus!

CHDS Alumni Directory

It's Your Alumni Association

Update your profile!
Meet others in your region!
Contact classmates!
It's all available to you at: www.chdsalumni.org

The Center wants to help keep you connected...

with the national homeland security community. The Alumni Network is your platform to maintain and create connections, keep up with the latest developments in homeland security, foster communications, access educational opportunities and resources, communicate with your cohort and more. It's all available to you as an alumni of the Center. Log in for access at the CHDS website:

www.chds.us.

"...Connections, connections,
connections. I made them, I learned
to understand them, and I use them
everyday."

*Shelly Schechter
MA Cohort 0503/0504*

Contact CHDS

Feedback and Story Ideas:

Please contact Heather Issvoran:
e-mail: hissvora@nps.edu
Phone: 831-402-4672

Technical Support/Webmaster/Login Issues:

e-mail: techsupport@chds.us
Phone: 571-309-9314

Watermark is produced by the staff of the Center for Homeland Defense and Security with support from CHDS alumni and faculty. Feature articles are written by Brian Seals.



Watermark

The Alumni Magazine
of the
Center for Homeland
Defense
and Security