



CENTER FOR HOMELAND  
DEFENSE AND SECURITY

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NAVAL POSTGRADUATE SCHOOL

# 2025

ANNUAL REPORT





Raising the Flag at Ground Zero, Photo by Thomas E. Franklin

# The Making of the Nation's Homeland Security Educator

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In the months following the 9/11 terrorist attacks, the United States Congress and Department of Justice partnered with Naval Postgraduate School to establish the Center for Homeland Defense and Security.



CENTER FOR HOMELAND  
DEFENSE AND SECURITY  
NAVAL POSTGRADUATE SCHOOL

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## Our Mission

CHDS empowers adaptable, mission-ready leaders with the strategic foresight, operational mindset, and intellectual edge needed to deter adversaries, thrive in complexity, and command across the enterprise.

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## Building the Knowledge and Networks That Safeguard the Nation

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# 2025 Annual Report Contents

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**CENTER FOR HOMELAND  
DEFENSE AND SECURITY**  
NAVAL POSTGRADUATE SCHOOL

**The Naval Postgraduate School (NPS) and Center for Homeland Defense and Security (CHDS) remain the gold standard of educational institutions in 2025 by continuing its mission of innovation, critical thinking, and policy development.**

▶ Unless otherwise indicated, statistics provided throughout this publication are 2025 calendar year-end data.

All photos are submitted or from the CHDS archives unless otherwise stated.

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## Dear Homeland Defense and Security Partners,

The security challenges facing the United States continue to evolve in speed, complexity, and scale. Meeting them requires leaders who can think across jurisdictions, integrate diverse capabilities, and respond effectively to emerging risks. In 2025, the Center for Homeland Defense and Security (CHDS) remained focused on preparing those leaders and strengthening our national homeland defense and security.

Across all levels of government, our students, alumni, faculty, and staff demonstrated a shared commitment to protecting communities and strengthening national resilience. Through education, research, and collaboration, CHDS continues to connect practitioners, policymakers, and scholars working to address the most pressing challenges facing the homeland.

Partnership remains central to this work. Through collaboration with the U.S. Department of War and the Domestic Preparedness Support Initiative, the Homeland Defense Innovation Lab (HDIL) provided timely, defense-focused insights to homeland security practitioners. In 2025, HDIL concentrated on countering unmanned aerial systems, producing practical recommendations which help first responders integrate emerging technologies and respond more effectively to evolving threats.

At CHDS, our programs continued to deliver education and research that translates directly into operational impact. The Master's Program continues to prepare leaders capable of navigating complex threats and guiding organizational change. Student research has informed policy discussions, strengthened planning efforts, and supported resilience initiatives across the country. Additional programs, such as the Executive Leaders Program, the Emergence Program, and our Executive Education offerings, expanded opportunities for senior officials and emerging leaders to strengthen decision-making, deepen collaboration, and better align efforts across jurisdictions.

2025 marked important progress in expanding access to knowledge and data. The Self-Study Program continues to grow and expand access to homeland security education for thousands of professionals; it was recognized nationally as a finalist in the Content Marketing Institute's 2025 Content Marketing Awards. CHDS also restored open access to the Homeland Infrastructure Foundation Level Data (HIFLD) and integrated it into the Homeland Security Digital Library, improving the data and research resources available to practitioners nationwide.

Defending the homeland requires sustained investment, collaboration, and a shared commitment to learning. With your continued partnership, CHDS will remain committed to preparing leaders, advancing knowledge, and strengthening the capabilities needed to meet the challenges ahead.

With Gratitude,  
Gregory M. Bernard, D.Sc.  
Executive Director  
Center for Homeland Defense and Security

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## Mission

CHDS empowers adaptable, mission-ready leaders with the strategic foresight, operational mindset, and intellectual edge needed to deter adversaries, thrive in complexity, and command across the enterprise.

## Vision

To be America's nexus for homeland defense and security expertise, shaping strategic thought and action, advancing operational effectiveness, and forging trusted partnerships that extend national defense and security capabilities. Through innovation, collaboration, and applied learning, we strengthen the operational effectiveness of the homeland security enterprise in an era of accelerating threats and strategic competition.

## Goals

- **Advance Mission Effectiveness**  
Equip leaders with the skills, insight, and tools to improve strategic planning, decision-making, and readiness across the homeland security enterprise.
- **Enhance State and Local Operational Capability**  
Strengthen local and regional capacity to respond independently and effectively, reducing reliance on federal surge support and reinforcing national resilience.
- **Drive Government Efficiency and Agility**  
Support more effective and adaptable operations by developing leaders who streamline processes, optimize resources, and lead through complex and uncertain situations.
- **Strengthen Whole-of-Government and Interagency Integration**  
Promote collaboration across federal, state, local, territorial, tribal, DOW, and private-sector stakeholders to improve coordination, unity of effort, and operational cohesion.
- **Accelerate Innovation Through Applied Learning and Strategic Partnerships**  
Integrate emerging technologies, scenario-based learning, and partnerships with government, academia, and industry to ensure that CHDS remains forward-looking and operationally relevant.

# Executive Summary

In 2025, CHDS continued to empower those on the front lines of homeland security—leaders responsible for safeguarding communities in an era of constant change. Through its programs, CHDS has now reached more than 83,000 participants and developed a network of over 4,700 alumni who bring real-world solutions to complex challenges every day.

From classrooms to crisis response, CHDS education

**CHDS Participants**  
Since 2002 Inception

## 83,592

translates directly into action. In 2025, the Homeland Security Digital Library supported more than 571,000 users worldwide. Over time, CHDS has delivered 832 mobile education offerings and built access to 40 self-study courses.

In 2025, the Center also delivered 52 Executive Education mobile seminars and events.

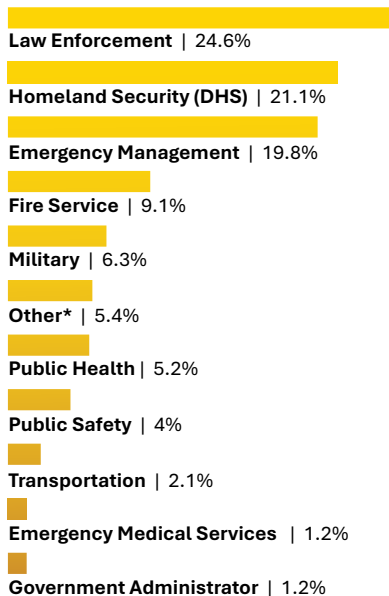
What sets CHDS apart is its community. Spanning more than 2,400 agencies, 36 regional chapters, and over 1,200 U.S. cities, this network enables collaboration when it matters most. In 2025, CHDS remained committed to preparing leaders: not only to respond to threats, but to anticipate them, to build a more resilient nation.



**Since Inception Applications**

**29,668** Alumni **4,719**

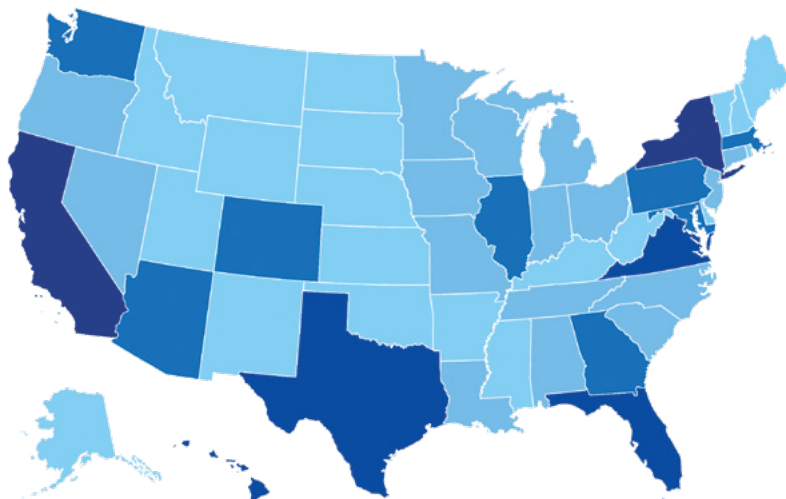
### Alumni by Discipline



\* Private Security + Critical Infrastructure + Education + Law & Regulation + Elected Official

### Alumni by Location

1-25 26-75 76-150 151-300 300+



#### U.S. Territories

Guam 63 | N. Mariana Islands: 41 | American Samoa: 25 | Puerto Rico: 9 | U.S. Virgin Islands: 4

#### Military APO/FPO

Europe / Middle East (AE): 8 | Americas (AA): 1 | Pacific (AP): 1

## CHDS in the Classroom

Since its inception, CHDS academic and executive education programs have expanded its reach and impact across the homeland security enterprise.

### Master's Degree Program

Since 2003 Inception

**61** Cohorts | **1,608** Alumni

### Executive Leaders Program

Since 2006 Inception

**39** Cohorts | **1,134** Alumni

### Emergence Program

Since 2017 Inception

**16** Cohorts | **420** Alumni

### Radiological Emergency Preparedness, Executive Education Program

Since 2012 Inception

**23** Cohorts | **539** Alumni

## CHDS Mobile Education

### Executive Education Program

The CHDS Executive Education Program (EEP) delivers customized learning experiences which help senior officials and elected leaders strengthen intergovernmental, interagency, and civil-military capabilities.

### Nationwide Events 2003—Present

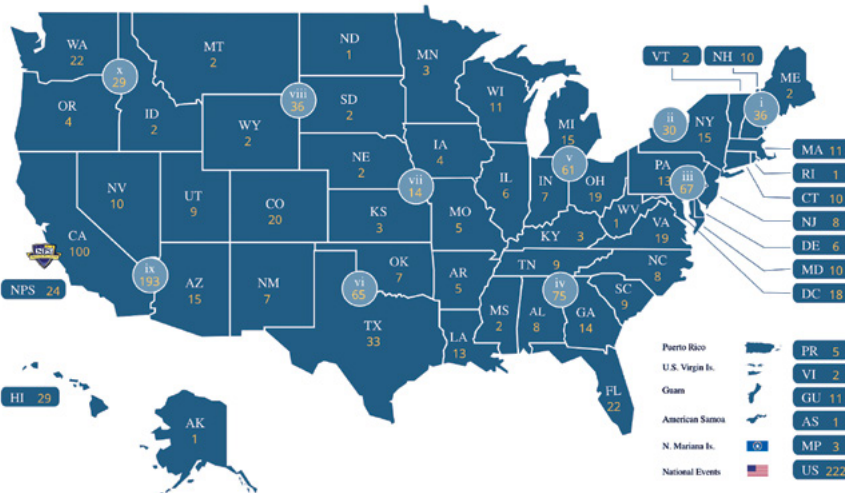
Since 2003 Inception

**78,873**

Participants

**832**

Deliveries



## Self-Study

CHDS offers non-credit, self-study courses online. The program serves an important role in the overall mission of CHDS: to shape the future of the study and practice of homeland security through education.

Since 2008 Inception

**40** Courses | **406** Educational Institutions | **1998** Agencies & Organizations

## The Homeland Security Digital Library

The HSDL is the nation's premier collection of documents related to homeland security policy, strategy, and organizational management.

Since 2004 Inception

**297,760**

Total Documents

## Alumni Network

CHDS fosters collaboration among students, alumni, faculty, staff, and stakeholders through a robust alumni network.

**2,400+**  
Agencies,  
Organizations,  
Divisions

**36**  
Regional  
Alumni Chapters  
Nationwide

**17**  
Countries  
Globally

**1,200+**  
U.S. Cities

# Why the Naval Postgraduate School?

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## NAVAL POSTGRADUATE SCHOOL

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**CHDS academic programs and research anticipate not only the evolving threats facing our nation, but the emerging opportunities to innovate security policies and strategies. CHDS is a hub for the DOW, Navy, and NPS to leverage expertise and collaborate with federal, state, and local partners.**

**I**n 2001, the concept of homeland security in the United States was new and existed only in name. No one knew what this emerging discipline would look like in the years to come. There was, however, an immediate need for local, state, tribal, territorial, and federal officials to become educated in issues they had never before had to address, such as intelligence and information sharing, terrorism and asymmetric threats, weapons of mass destruction (WMDs), cybersecurity, and critical infrastructure protection. Overnight, these officials were asked to develop unprecedented homeland security policies and strategies for the United States, and in topical areas in which few U.S. citizens and organizations had relevant experience.

There was an urgency in developing resources to assist these officials with their new roles and responsibilities. Harnessing and retooling NPS's already extensive educational capabilities was the way to accelerate the U.S. homeland security development process for domestic officials. NPS has since worked for decades with the United States and Allied Nations, conducting research and teaching many emerging homeland security priority concepts.

The U.S. government needed to establish an institution for local, state, tribal, territorial, federal, and private sector leaders to confluence for their homeland security education needs. This became the mission of the Center for Homeland Defense and Security (CHDS). It was apparent that Americans faced new threats, and addressing these threats required leaders at all levels of government to:

- Work together in new partnership arrangements;
- Realign their organizations and resources; and
- Develop new, innovative programs, policies, and strategies to be able to protect the nation and respond to future attacks.

# CHDS is a National Institution

The Center for Homeland Defense and Security at the Naval Postgraduate School answered the call for action and has become an integral component of the nation's homeland security framework. The key to CHDS's success is how its growing portfolio of programs and resources are developed and delivered in an integrated model that maximizes savings and learning. CHDS has built a vast network of relationships with hundreds of U.S.-based agencies, universities, and homeland security organizations; these groups rely on the Center's extensive portfolio of resources, which are accessed without charge, for a continuity of up-to-date information.

More than 500,000 practitioners, researchers, and policymakers use CHDS websites to access courses, lectures, journal articles, and digital library holdings to advance their knowledge on homeland security. Agencies and departments rely on CHDS programs to develop their next generation of leaders. The Center's alumni occupy senior leadership positions in local, state, tribal,

territorial, and federal government, as well as executive positions within major U.S. corporations. Many alumni credit their CHDS education as a significant factor in their promotions and appointments.

In 2003, CHDS launched the nation's first homeland security graduate program with a pilot class of 13 officials. The Center now provides a master's degree and other graduate-level programs for more than 300 leaders each year. Through on-site sessions nationwide, the CHDS Executive Education Program prepares governors, mayors, and other senior officials to prevent and respond to terrorist attacks and natural disasters.

National associations and the U.S. Department of Homeland Security (DHS) advisory committees and working groups depend on CHDS as a neutral partner in education and its ability to organize, facilitate, and conduct special programs. CHDS has a global reputation for academic excellence and cutting-edge innovation, which comes from its commitment and dedication to the United States and homeland security.

## Proud Sponsors and Partners of CHDS

CHDS extends our sincere gratitude to our sponsors and partners throughout the homeland security field for their continued support and shared commitment.



NAVAL  
POSTGRADUATE  
SCHOOL



FEMA



FEMA  
Region IX



FEMA

Technological Hazards Division



FEMA

National Training and Education Division



# CHDS Education Enhances National Defense and Security

**A**t the core of the CHDS mission is the charge to lead the national development of homeland security education and address new leadership challenges. CHDS programs provide officials with educational opportunities at every stage of their careers.

Developed and launched in January 2003, the Master's Degree Program is the gold standard for academic homeland security programs across the United States. The Executive Leaders Program (ELP) brings together senior local, state, tribal, territorial, federal, and private sector homeland security leaders to discuss and debate current issues. The next generation of leaders explore emerging issues and create change initiatives in the Emergence Program. To address the demand for homeland security academic programs across the country, CHDS created the University and Agency Partnership Program (UAPP). UAPP bundles

CHDS resources to build a national network and has assisted 436 academic institutions in developing their own homeland security academic programs.

CHDS's integration model drives content development and innovation; faculty share information across program lines and leverage existing curriculum and logistical support to create new programs that avoid significant startup and delivery costs associated with stand-alone programs developed and conducted independently. Faculty and instructors receive feedback after each course on how to strengthen the relevancy of the content, and as a result, the CHDS curriculum is dynamic and reflects the evolution of homeland security. National associations, DHS advisory committees, and working groups depend on CHDS for its neutral educational status and ability to organize, facilitate, and conduct special programs.



## CHDS Provides

- Critical thinking skills to solve problems and create new policies and strategies
- A neutral education forum
- Sharing of resources
- An open source education model



## The CHDS Model Integrates Among All Programs

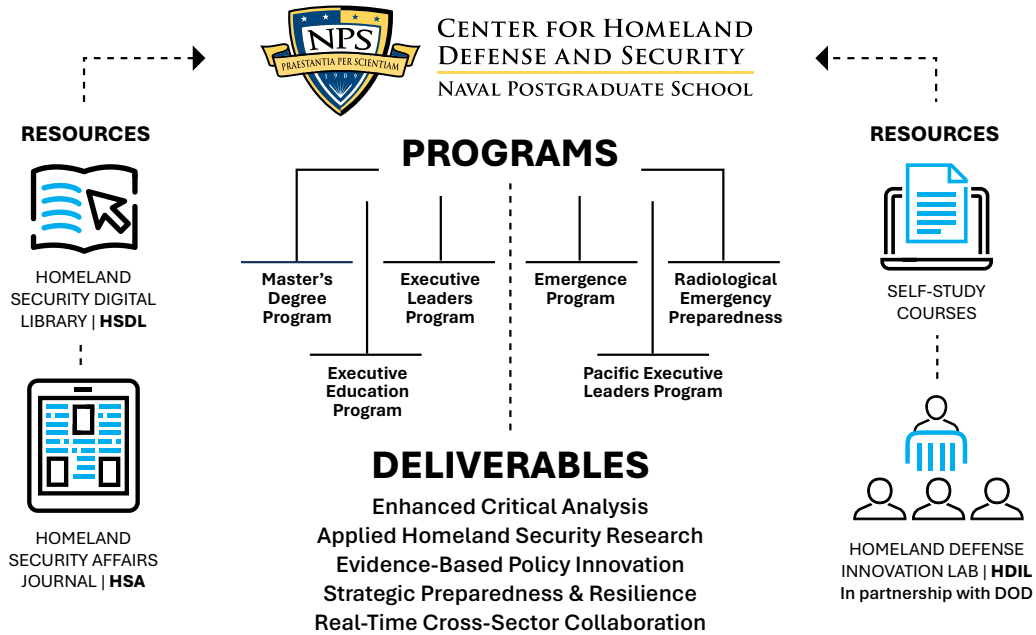
- Faculty
- Subject Matter Experts
- Course materials
- Research



## CHDS Education Is Continuously Evaluated and Updated

- Course delivery
- Class participants give feedback
- Relevancy of content strengthened
- Curriculum updated for new cohorts

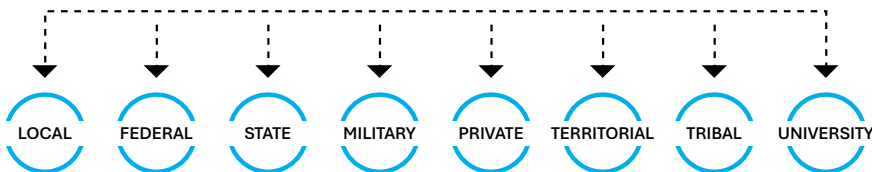
# CHDS Multiplier Effect



**ALUMNI SHARE AND APPLY THEIR RESEARCH WITH THEIR AGENCIES, LEGISLATION, AND ASSOCIATIONS.**



## NATIONAL NETWORK



CHDS resources amplify impact across the national security enterprise, enabling organizations to accelerate capability development while optimizing resource allocation.

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## CHDS Milestones

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2002

- Center for Homeland Defense and Security (CHDS) established: Congress & DOJ partnered with NPS to establish a national homeland security educational institution
- Homeland Security Digital Library (HSDL) established as first repository for homeland security documents

2003

- First CHDS Mobile Education Team (MET) seminar conducted in New Hampshire
- First Master's Degree (MA) cohort began classes

2004

- University Agency Partnership Initiative (UAPI) launched

2005

- HSDL opened access to all government, military, academic, and select private sector organizations
- First issue of *Homeland Security Affairs* (HSA) journal published
- Alumni Professional Exchange (APEX) Continuing Education Workshop launched

2006

- First non-credit online self-study course available
- Executive Leaders Program (ELP) launched

2007

- First National Capital Region cohort launched
- Glen Woodbury becomes CHDS Director

2008

- 100th MET seminar conducted

2010

- CHDS produced its first alumni magazine, *Watermark*, and published first issues
- Fusion Center Leaders Program (FCLP) launched

2011

- Pacific Executive Leaders Program (PELP) launched
- Five regional alumni chapters are established
- UAPI launched first website created for homeland security educators
- First four-week NDEMU/EMI Program launched

2012

- First member of a tribal nation attended Master's Program
- First Annual Leadership Symposium with the International Association of Emergency Managers (IAEM)

2014

- Radiological Emergency Preparedness Program (REP) launched
- More than 1,000 officials have graduated from CHDS programs

# CHDS Milestones

- FEMA Subject Matter Expert (SME) program launched

2015

- More than 2,000 officials have graduated from CHDS programs

2016

- Emergence program launched "Change Initiative" deliverable
- Advanced Thinking in Homeland Security (HSx) is launched as an 18 month program for participants to solve complex problems

2017

- Executive Education Program (EEP) launched, with PELP, REP, HSx, and UAPI now under its umbrella

2018

- CHDS surpassed 3,000 total alumni across all programs

2019

- Homeland Security Digital Library (HSDL) launched the COVID-19 Resource Archive
- EEP total participants & online viewers reached 40,000
- Second annual Emergence cohort added due to demand
- First monthly Alumni Hour debuts as a virtual discussion for current issues

2020

- CHDS recieved the 2021 Excellence in Homeland Security Education Platinum Award from *American Security Today*
- CHDS recieved international Content Marketing Institute Award for *Watermark*

2021

- CHDS celebrated 20 years of academic excellence
- Self-study program attracted more than 1,800 participants from 550+ different agencies and educational institutions
- CHDS, DOW collaborate on Domestic Preparedness Support Initiative (DPSI)

2022

- Celebrated 4,000+ Graduates
- DPSI-DOW: Cohort MA2203/2204 teams presented their ideas to DOW leadership at the Pentagon

2023

- Dr. Gregory Bernard became CHDS Director
- CHDS selected as *Homeland Security Today's* Strategic Partner of the Year; NPS-CHDS instructor Rodrigo Nieto-Gomez and the DPSI-DOW also selected for a Mission Award

2024

- CHDS Self-Study Program is a finalist in the Content Marketing Institute's 2025 Content Marketing Awards
- CHDS restored national access to the open-source Homeland Infrastructure Foundation-Level Data (HIFLD)

2025

# CHDS is Building the Nation's Cadre of Homeland Security Leaders

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**C**HDS programs cultivate the critical thinking, analytical ability, and problem-solving skills graduates need to address complex challenges and shape policies and strategies which strengthen the nation's security.

CHDS alumni serve in senior leadership roles at every level of government and across the private sector, where they help guide preparedness, policy, and operational decision-making throughout the homeland security enterprise. Through the depth and rigor of their research and theses, alumni become recognized subject matter experts in their fields, frequently called upon to contribute to national policy working groups, advise senior leaders, and inform solutions to the most pressing homeland security issues.

Our 4,719 alumni form a powerful professional network that fosters collaboration across agencies, sectors, and jurisdictional boundaries. They remain actively engaged with CHDS as guest speakers, advocates for CHDS programs and resources within their organizations, and mentors who help identify and recruit future students. Their sustained engagement extends the impact of CHDS far beyond the classroom, strengthening a nationwide community of leaders whose expertise, service, and innovation continue to advance the practice of homeland security.

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## CHDS 2025 Award Winners



**Outstanding Thesis Award**  
David Siegmund, MA2303/04,  
Transportation Security  
Specialist, Transportation  
Security Administration



**The Curtis "Butch" Straub  
Achievement Award**  
Megan Johns Henry, MA2303/04,  
Marine Transportation Specialist,  
United States Coast Guard

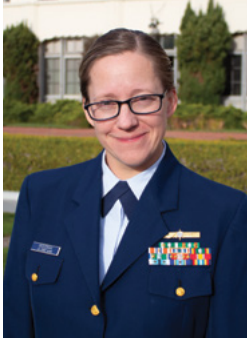


**Mark Carr Esprit De Corps Award**  
Shelby Sears, MA2303/04,  
Sergeant, Louisville Metro Police  
Department



**Mark Carr Esprit De Corps Award**  
Ryan Dwyer, MA2303/04,  
Sergeant, New York Police  
Department

## CHDS 2025 Award Winners



**Outstanding Thesis Award**  
Lisa Woodman, MA2401/02,  
Prevention Department Head,  
United States Coast Guard



**The Curtis "Butch" Straub  
Achievement Award**  
Bradley Robertson, MA2401/02,  
Detective Sergeant, Multnomah  
County Sheriff's Office



**Mark Carr Esprit De Corps Award**  
Jennifer Maravillas, MA2401/02,  
Captain, San Mateo Police  
Department



**Mark Carr Esprit De Corps Award**  
Paul Miano, MA2401/02,  
Chief of Emergency Medical  
Service, Fire Department of  
New York City



**Ellen Gordon Award**  
Emily Martuscello, ELP2401,  
Director of Emergency  
Management, Nashua,  
New Hampshire



**Ellen Gordon Award**  
Jon Radus, ELP2402,  
Chief of Police,  
Fullerton Police Department



**Alumni Service Award**  
Michael S. Brown, MA2005/2006,  
Senior Emergency Management  
Specialist, Spartanburg County  
Emergency Services



**Dr. Christopher Bellavita  
Educator Award**  
Angi English, MA1303/1304,  
ELP1201 HSx1701, Doctoral  
Candidate, Intelligence and  
Global Security, NPS-CHDS



**Emergency Manager of the Year  
Award (IAEM-USA Region 1)**  
Christian Cunnie, Emergence2201,  
Director of Emergency Management,  
Suffolk University



**Community Policing Award,**  
Daler Latif-Zade, Emergence2201,  
Police Officer, Metropolitan Police  
Department, Washington, D.C.



**40 Under 40 Honoree**  
Shahan Atmajian, Emergence2002,  
Operations Program Manager,  
House Sergeant at Arms

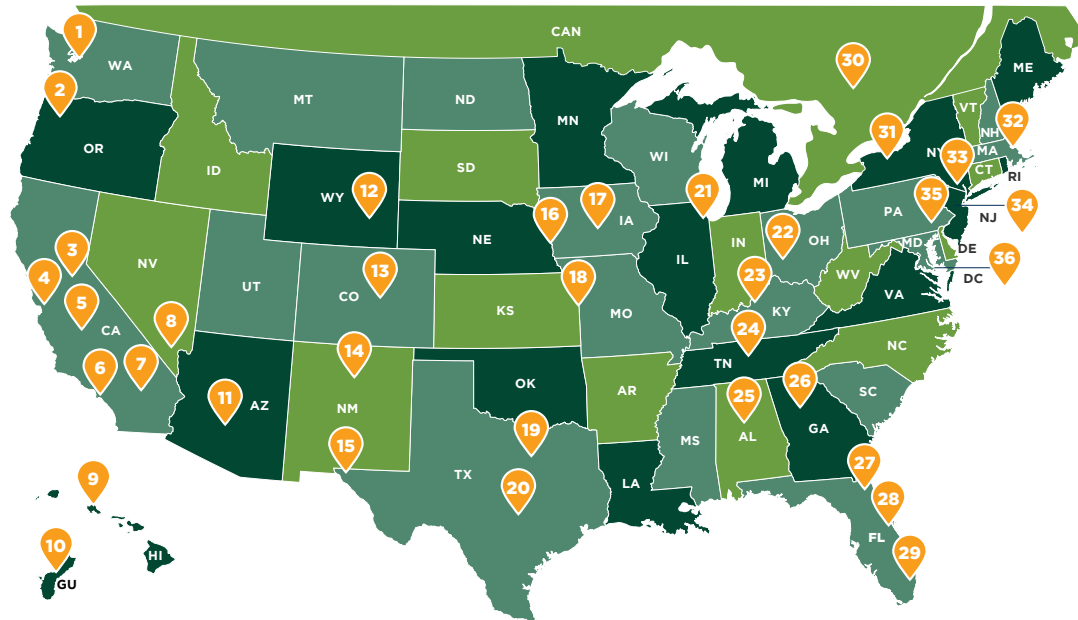


**40 Under 40 Honoree**  
Kyle Shaun Lopez, Emergence2101,  
Emergency Management Coordinator,  
Adams County Office of Emergency  
Management

# Regional Alumni Chapters

CHDS education programs promote collaboration, communication, and information sharing among leaders both during and after their CHDS programs. In order to sustain those connections and create a national network of homeland security professionals, 36 regional chapters have been established by alumni throughout North America and U.S. territories.

Learn more about our alumni network at [www.chds.us/alumni](http://www.chds.us/alumni)



1. WASHINGTON  
SEATTLE
2. OREGON  
PORTLAND
3. CALIFORNIA  
NORTHERN
4. CALIFORNIA  
SAN JOSE
5. CALIFORNIA  
BAKERSFIELD
6. CALIFORNIA  
LOS ANGELES
7. CALIFORNIA  
INLAND EMPIRE
8. NEVADA  
LAS VEGAS
9. HAWAII  
HONOLULU

10. GUAM  
WESTERN PACIFIC
11. ARIZONA  
PHOENIX
12. WYOMING  
CASPER
13. COLORADO  
DENVER
14. NEW MEXICO  
ALBUQUERQUE
15. TEXAS  
EL PASO
16. NEBRASKA  
OMAHA
17. IOWA  
DES MOINES
18. MISSOURI  
& KANSAS  
KANSAS CITY

19. TEXAS  
DALLAS
20. TEXAS  
AUSTIN
21. ILLINOIS  
CHICAGO
22. OHIO  
DAYTON
23. KENTUCKY  
LOUISVILLE
24. TENNESSEE  
NASHVILLE
25. ALABAMA  
HUNTSVILLE
26. GEORGIA  
ATLANTA
27. FLORIDA  
NORTHERN

28. FLORIDA  
CENTRAL
29. FLORIDA  
SOUTHERN
30. CANADA  
ONTARIO
31. NEW YORK  
WESTERN
32. MASSACHUSETTS  
NEW ENGLAND
33. NEW YORK  
NEW YORK CITY
34. NEW JERSEY  
NEWARK
35. PENNSYLVANIA  
PHILADELPHIA
36. WASHINGTON, DC  
NATIONAL CAPITAL  
REGION

# Center for Homeland Defense and Security

**MISSION:** CHDS empowers adaptable, mission-ready leaders with the strategic foresight, operational mindset, and intellectual edge needed to deter adversaries, thrive in complexity, and command across the enterprise. | [www.chds.us](http://www.chds.us)



## 2025 Cohorts

**15**

### Cohorts

9 Graduated  
6 In Progress

**4,719**

Alumni Since  
2003 Inception



## Cohort Sessions Offered in 2025

**42** Sessions | **404** Participants

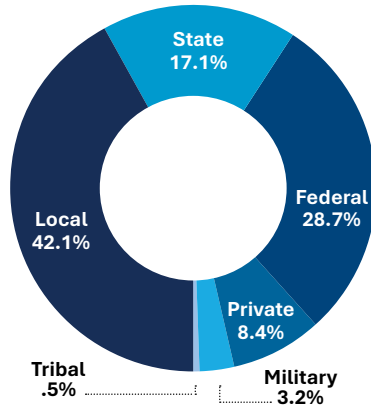
**240**

Total Agencies Represented

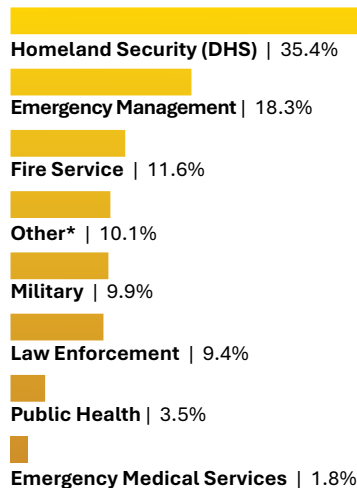
## Executive Education Events Offered in 2025

**52** Events | **3,661** Participants

## 2025 Student Breakdown



## 2025 Alumni by Discipline



\* Consists of Public Safety, along with Critical Infrastructure, Transportation, Education, Law & Regulation, Elected Official, Private Security, and Government Administrator

## Standout Activities in 2025

In 2025, the Center for Homeland Defense and Security advanced its national mission through innovation, strategic partnerships, experiential learning, and cross-sector leadership development. A defining achievement was the continued expansion of the Homeland Defense Innovation Lab (HDIL) in partnership with the Department of War through the Domestic Preparedness Support Initiative (DPSI), enabling students and practitioners to engage directly with defense leaders on emerging threats, such as unmanned systems, counter-UAS strategy, and AI-enabled decision-making.

- CHDS deepened its defense partnerships through sustained collaboration with the U.S. Army War College, contributing to the Homeland Defense Symposium and advancing civil-military integration of intelligence, cognitive defense, and future conflict planning.
- Experiential learning energized CHDS classrooms in 2025, where AI moved from concept to catalyst. Students mastered AI prompt literacy, turning large language models into analytical partners which expanded creativity, precision, and operational insight. Master's students pushed further—conducting hands-on experiments which used AI to streamline police reporting, elevate emergency-management dashboards, and pressure-test decision tools. The result was hands-on learning which turned emerging technology into an immediate impact for homeland security goals.
- The Radiological Emergency Preparedness (REP) Program expanded its reach with its first on-site visits in the National Capital Region. This trip was highlighted by a full-day engagement with senior federal leadership at the U.S. Nuclear Regulatory Commission. This milestone brought REP students closer to national policy processes while reinforcing radiological preparedness and interagency coordination.
- Across CHDS, the Master's Program, Executive Leaders Program, and Emergence Program integrated real-world experimentation, AI applications, data-driven decision-making, and cross-sector problem solving. APEX 2025 further convened hundreds of alumni and national leaders to confront polycrisis dynamics, artificial intelligence, global security challenges, and emerging emergency management realities.

Collectively, these accomplishments position CHDS at the forefront of homeland defense and security education by equipping leaders with the insight, technological fluency, and collaborative networks required to navigate an increasingly complex threat environment facing our nation today.



## What **MA Alumni** Say

“The thesis process—the instruction, the research tools, the advisors—was exactly what I wanted from a graduate program. Anyone serious about producing something of value can do that through the CHDS thesis process.”

— **Chris Kuhn, MA2403/2404,**  
Chief Patrol Agent, U.S. Border Patrol

“CHDS gave me the research skills and the confidence to present my concerns to leadership, and they listened.”

— **Evan Balcombe, MA2105/2106,**  
Captain, New York City Fire Department

“Numerous times I have drawn on the strategies I learned at CHDS about technology and innovation, and I now use a future-focused lens when designing and implementing new emergency management projects.”

— **Jill Barnes, MA1705/1706, Assistant  
Director & Superintendent, California  
Specialized Training Institute (CSTI)/  
Governor's Office of Emergency Services**

# Master's Degree Program

The CHDS Master's Program is an 18-month Master of Arts degree offered by the Naval Postgraduate School. Using an interdisciplinary approach, the program equips professionals from diverse fields to design policies and strategies that prevent or respond to terrorism, disasters, and national security threats. Participants complete a thesis that applies rigorous analysis to real-world homeland security challenges. | [www.chds.us/masters](http://www.chds.us/masters)



2025 Cohorts

5

Cohorts

2 Graduated  
1 In Progress  
2 New Cohorts

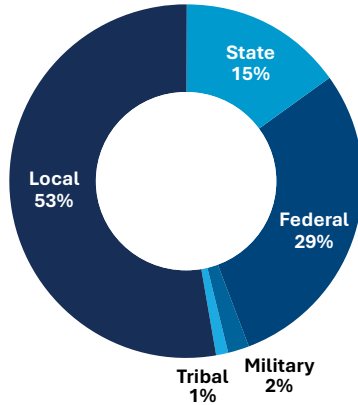
1,608

Alumni Since  
2003 Inception

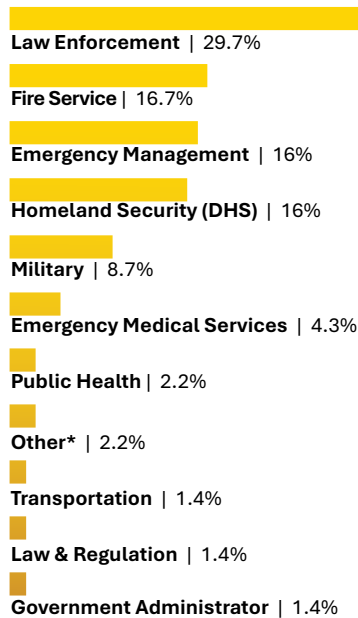
## 2025 Outstanding Thesis Awards

- **David Siegmund, MA2303/04**  
"Behavioral Economics and Insider Threats: A Critical Review of Comprehensive Mitigation and the Case for a New Framework"
- **Lisa Woodman, MA2401/02**  
"From Canals to Arctic Fronts: Advancing Marine Transportation System Resilience Through Network Science Modeling of Chokepoints"

## 2025 Student Breakdown



## 2025 Alumni by Discipline



\*Consists of Critical Infrastructure + Public Safety + Elected Official



2025 Finalized Applications

259 Accepted 52

In 2025, state and local jurisdiction program applications increased by

55%

## Standout Activity in 2025

### Great Powers Competition in Master's Research

The Global Powers Competition (GPC) is the shift from post-Cold War cooperation between countries to competition for dominant global power, emerging in the late 2010s to present-day. These five theses from CHDS Master's Program Cohort 2401/02 researched different aspects of GPC:

- "Strengthening Local and State Government Strategies: Confronting Emerging Insider Threats from Foreign Adversaries" by Detective Christopher Capone, NYPD. Capone presented a poster about his work at APEX 2025.
- "The Strategic Importance of American Samoa: Resource Management, Economic Development, & U.S.-China Competition in the Pacific" by Chief Creighton Chong, USCG.
- "Cyberbiosecurity: An Emerging Homeland Security Threat Space" by Detective Sergeant Brad Robertson, Multnomah County Sheriff's Office: Robertson attended the Bioeconomy information Sharing and Analysis Centers 2025 Cyberbiosecurity Summit at Johns Hopkins Applied Physics Laboratory. He presented a poster about his work at APEX 2025, and has an article entitled "Code Without Fingerprints: Why cyberbiosecurity will be the next investigative blind spot for law enforcement," which will be published in PoliceOne Magazine in April 2026.
- "From Canals to Arctic Fronts: Advancing Marine Transportation System Resilience Through Network Science Modeling of Chokepoints" by Commander Lisa Woodman, USCG.
- "Caveat Oculus: Data Brokers, Surveillance Capitalism, and the Threat to Homeland Security" by Chief Jesse Yarbrough, Louisville Metro Emergency Medical Services.

## What **ELP** Alumni Say

“The ELP program was fantastic—not just the instructors, but the philosophy of maximizing critical thinking and challenging what you already know. And the networking was invaluable. I had peers I could reach out to as I was preparing for my fire chief interviews.”

— Nevada State Senator John Steinbeck,  
ELP1802

“[CHDS] was an excellent opportunity and definitely everything I wanted as far as a more interesting way of learning, and learning different areas of emergency management and security that I may not have had if I’d done a more traditional graduate program.”

— Erin Belknap, ELP1802, Certified  
Protection Professional (CPP), Marine  
Corps Veteran

“I’ve attended a lot of executive education programs, but they’ve been primarily law enforcement-centric. This program exposed me to professionals across all levels of government, and that was transformational. The higher up we go, the fewer peers we have to collaborate with. This network has been invaluable.”

— Kenneth McCoy Jr., ELP2402,  
Tempe Police Chief

# Executive Leaders Program

The Executive Leaders Program (ELP) brings senior leaders from government, industry, and the nonprofit sector together to examine the threats, risks, and policy challenges shaping homeland security. Through faculty-led discussions, expert speakers, and peer exchange, participants confront complex issues, collaborate on solutions, and gain practical insight. The program broadens perspective while building lasting relationships that enhance cooperation across the homeland security enterprise. | [www.chds.us/elp](http://www.chds.us/elp)



2025 Cohorts

4

Cohorts

2 Graduated  
2 New Cohorts

1,134

Alumni Since  
2006 Inception

## 2025 Alumni by Discipline

Homeland Security (DHS) | 25%

Law Enforcement | 19.8%

Emergency Management | 19%

Fire Service | 7.8%

Private Security | 5.2%

Public Safety | 5.2%

Public Health | 5.2%

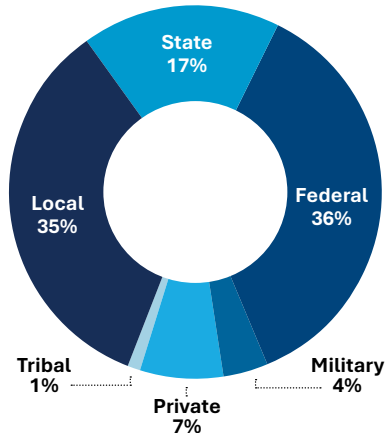
Gov. Administrator | 4.3%

Military | 4.3%

Emergency Medical Services | 2.6%

Education | 1.6%

## 2025 Student Breakdown



## Top Focus Areas

- The Los Angeles Wildfire Response and Recovery
- Private Sector Perspective: AI in Practice
- A Changing Enterprise - National Guard and DOW in Support of Civil Authorities During Homeland Security and Homeland Defense
- Tragedy in the Potomac: Response and Collaboration Amongst CHDS Alumni
- Beyond the Algorithm: AI, Ethics, and Business Continuity in a Global Risk Environment
- The House of Medicine: A Homeland Security Blindspot?
- Commerce, Competitiveness, and Security: Building Resilience at the Economic-Homeland Security Nexus
- Building Community Trust and Resilience Through Media Literacy



2025 Finalized  
Applications

362

Accepted

59

## New 2025 Private Sector Accepted

- Pacific Gas & Electric Company (PG&E)
- The National Football League (NFL)
- ESPN
- Equinix, Inc.
- Systems Planning and Analysis, Inc. (SPA)

## Standout Activities in 2025

- Monthly alumni forum, “What’s on your Mind”
- Joint ELP/Emergence Virtual Collaboration
- ELP alumni published articles in various major media outlets, including *Homeland Security Today*, *Fox 4 News*, *California Department of Cannabis Control*, and *Fire Engineering*.

## National/Notable Speakers

- **Nabarupa Banerjee**, Chief Product and Experience Officer, EVP at CLEAR
- **John Yoo**, Distinguished Visiting Scholar, University of Texas at Austin, Emanuel S. Heller Professor of Law, University of California-Berkeley
- **General Frank J. Grass**, U.S. Army (Ret.), 27th Chief of the National Guard Bureau
- **Anders Noyes**, ELP2202, Director, Global Security Operations, Gemological Institute of America
- **Don Graves**, Former Deputy Secretary of Commerce and Lauren Kerner, Partner & Chief Operating Officer, Highland Creek Advisors
- **Capt. Samson C. Stevens**, ELP2201, Director of Federal Government Affairs at The Port of Virginia, U.S. Coast Guard (Ret.)
- **James Featherstone**, ELP0802, Principal Consultant at Themata Strategic LLC; Former Executive Director, Los Angeles Homeland Security Advisory Council; Former General Manager, Los Angeles Department of Emergency Management
- **Josh Goldberg**, CEO Boulder Crest Foundation

## What Emergence Alumni Say

“I felt extremely grateful for the opportunity to learn from so many different leaders across multiple sectors in the national security field. I really enjoyed hearing from public and private sector partners about different ways to protect national security.”

— Jennifer Weber, Emergence 2402, Senior Intelligence Analyst, Exelon

“Emergence gave me the tools to think strategically and the confidence to pursue something meaningful. I came in unsure of what I’d tackle, but I left knowing exactly what needed to change—and how I could help make it happen.”

— Charles Riley, Emergence 2002, California Highway Patrol

“It’s rare for me to find a group of people so like-minded. Everyone brought different experiences, and it was just a really supportive group of people. One thing I love about this field is the constant opportunity for learning. CHDS makes that accessible.”

— Gregory Doolittle, Emergence 2402, Emergency Manager, City of New Orleans: Office of Homeland Security and Emergency Preparedness

# Emergence Program

The Emergence Program targets early-to-mid-career homeland defense and security professionals ready to think ahead. Participants explore emerging trends, test innovative ideas, and develop strategic and leadership skills to protect communities and the nation. The program builds practical tools, fresh perspectives, and professional networks that support long-term career growth in homeland defense and security. | [www.chds.us/emergence](http://www.chds.us/emergence)



2025 Cohorts

3

Cohorts

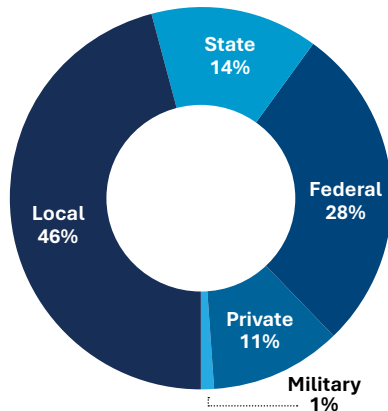
2 Graduated  
1 New Cohorts

420

Alumni Since  
2017 Inception

30 States &  
Territories      70 Cities  
Represented

## 2025 Student Breakdown



2025 Finalized  
Applications

205 Accepted → 53

## Emergence 2025 Survey:

### Participant Knowledge Gains Across Six Core Areas

- 57% Better understanding of the homeland security enterprise and what it encompasses
- 52% Deeper understanding of emerging homeland security trends and threats
- 41% The importance of critical inquiry, analysis, and evidence-based research to understand and address complex issues
- 67% Enhanced ability to take an innovative idea from concept to action
- 55% Sharpened workplace communication skills, including presentations and building support for ideas"
- 64% Techniques and strategies to overcome challenges in the workplace

### Inspired to Continue a Career in Homeland Security

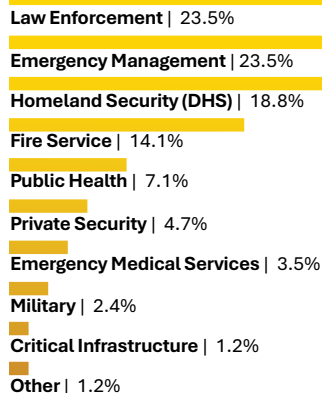
- 100% Responded "the Emergence Program inspired me to continue my career in homeland security/public safety"

## 2025 Change Initiative Projects

Each Emergence participant developed a Change Initiative project, which are presented to their leadership after graduation. Emergence's Change Initiative is a creative, problem-solving project to address a gap in the participants' organization. Examples include:

- "Strengthening Local Healthcare CBRNE Readiness for Whole Community Disaster Resilience"
- "Sleep Smart. Wake Up to the Risks: Combatting Sleep Deprivation in the Firehouse"
- "Strengthening Tennessee's Health and Medical Response to Disasters"
- "Global Security Prevention Programming Evaluation Framework: Enabling Better Storytelling With Data"
- "Atlanta Airport Readiness Dashboard: Transforming Plans and Drills into Actionable Readiness"
- "Partners in Preparedness: Strengthening Mutual Aid in Coconino County"

## 2025 Alumni by Discipline



92%

## Change Initiative Project Impact

Responded that their Change Initiative projects resulted in positive change in their organizations.

## What REP Alumni Say

“Coming to this program, you get to meet new people, see what they do, and network. It’s not just people from the county level. You have professionals from the state and federal government, and utility companies. We all get to hear what each other does in their own realm and discuss how we can collaborate and bring that together. So, we’re all making sure that our citizens are safe.”

— **Sandra Silva, REP2501, Planning Administrator,  
Pennsylvania Emergency Management Agency**

“REP is a large community, and none of us can do it alone. We really rely on each other—on other agencies. The partnerships that we develop and build are incredibly important to our success. This week has really inspired me to apply for the master’s program here. I’d really like to come back and continue to learn from world-renowned experts not just in the radiological community, but in the homeland security community in general.”

— **Daniel Saunders, Early Career REP2502,  
Technological Hazards Coordinator for Chester  
County, Pennsylvania**

# Radiological Emergency Preparedness | Executive Education Program

The CHDS Radiological Emergency Preparedness (REP) Executive Education Program convenes government and nuclear industry leaders to tackle the real-world challenges of off-site nuclear emergency preparedness, response, and recovery. Participants engage stakeholders, learn from subject-matter experts, examine emerging issues, and strengthen strategic and critical thinking. CHDS delivers REP through three formats: executive in-residence, early-career in-residence, and field-delivered executive seminars.

[www.chds.us/rep](http://www.chds.us/rep)



2025 Cohorts

2

Cohorts

1 Executive Cohort Graduated

1 Early Career Cohort Graduated

Since 2012 Inception

539

Alumni

17

Seminars

## 2025 Alumni by Discipline

Emergency Management | 53.7%

Public Health | 14.6%

Critical Infrastructure | 9.8%

Homeland Security (DHS) | 7.4%

Fire Service | 4.9%

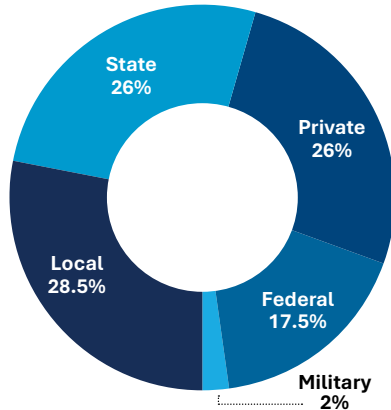
Law Enforcement | 2.4%

Emergency Medical Services | 2.4%

Public Safety | 2.4%

Military | 2.4%

## 2025 Student Breakdown



2025 Finalized Applications

85

Accepted

56

REP Alumni Span

260

Organizations

205

U.S. Cities

National Reach Since Inception

43

States & Territories

2025 National Reach

21

States

## REP Executive Education Program

### • REP Executive Education Program 2501

24 Cohort Participants

In April, the REP 2501 Executive Cohort—selected from a nationally competitive pool of senior leaders across local, state, federal, private, and industry sectors—launched its inaugural in-residence session in the National Capital Region (NCR). The NCR setting enriched the curriculum, expanded access to experts, and fostered meaningful cross-agency networking, earning strong feedback from the cohort. Held at the Bolger Center, the central location enabled a full-day session at the U.S. Nuclear Regulatory Commission (NRC) with top nuclear policy, regulatory, and emergency preparedness leaders. Ten months later, the cohort reconvened at the Naval Postgraduate School, concluding with graduation in February 2026 in Monterey, California.

### • REP EARLY CAREER Executive Education Program 2502

17 Cohort Participants

Bringing together top emerging REP professionals from local, state, federal, private, and industry sectors, the Early Career Cohort maximized their tight-knit group and week-long, in-residence session through collaboration and creativity. Participants presented forward-thinking projects aimed at driving meaningful improvements within their organizations, fostering innovative problem-solving and valuable peer feedback. These efforts equipped them with actionable ideas to implement upon returning to their agencies. The engaging classroom environment and collaborative learning experience left this next generation of REP leaders energized, connected, and inspired as they continue advancing their REP-focused careers.

### • Ingestion Pathway Challenges Discussed at FEPA's Mid-Year Conference

36 Seminar Participants

In July, the CHDS Radiological Emergency Preparedness (REP) Executive Education Program delivered an ingestion pathway-focused seminar at the Florida Emergency Preparedness Association (FEPA)'s Mid-Year Conference in Cape Coral. The session brought together emergency management professionals from across Florida for a collaborative, scenario-based discussion on the challenges of a radiological ingestion pathway emergency. Using a realistic, fictional scenario involving a major hurricane impacting the St. Lucie and Turkey Point Nuclear Power Plants, the CHDS team emphasized the importance of strategic planning, interagency coordination, and executive decision-making in an unlikely radiological event.

## What Leaders Say

“The demands of the homeland defense mission are shifting quickly, placing greater responsibility on governors, adjutants general, and senior local officials to anticipate and respond to emerging risks. The Executive Education Program stands at the forefront of this effort, cultivating decisive leadership, strengthening intergovernmental coordination, and ensuring those entrusted with protecting our communities are prepared for what lies ahead.”

— **General (ret.) Frank J. Grass,**  
**27th Chief of the National Guard Bureau and**  
**former member of the Joint Chiefs of Staff**

“As a former governor’s chief of staff and a member of the FEMA Review Council, I have seen firsthand how essential it is to prepare leaders to navigate complex, high-consequence crisis. The Executive Education Program plays a nationally important role in equipping senior officials with the strategic insight and cross-sector perspective needed to strengthen our country’s homeland, security.”

— **Former Chief of Staff,**  
**Governor John Bel Edwards**

# Executive Education Program

The CHDS Executive Education Program (EEP) delivers customized learning experiences that help senior officials and elected leaders strengthen intergovernmental, interagency, and civil–military capabilities. CHDS mobile education teams—made up of nationally recognized experts—deliver programs nationwide through seminars, symposia, workshops, and short courses tailored to operational and strategic needs. | [www.chds.us/eep](http://www.chds.us/eep)



2025

3,661

Participants

52

Deliveries

78,873

Alumni Since  
2003 Inception

## National Reach

55

States &  
Territories

## Top Focus Areas

- Strategies and Frameworks for Homeland Security
- Homeland Defense and Critical Infrastructure Resilience
- Defense and Security Considerations for Artificial Intelligence and Emerging Technologies
- Crisis Leadership and Collaboration
- Major Event Security and Multi-Jurisdictional Coordination (FIFA World Cup 2026)

## Executive Education Program 2025 Top Focus Deliveries

- **Strategies and Frameworks for Homeland Security | 14 events**
  - CHDS Pacific Executive Leaders Program
  - CHDS Radiological Emergency Preparedness (REP) Executive Education Program
  - City of Los Angeles Crisis Leadership Workshops
- **Homeland Defense | 10 events**
  - National Homeland Security Consortium: Addressing Nation-State Threats
  - Safeguarding Tennessee: A CHDS Panel on Homeland Defense
  - U.S. Coast Guard PACAREA & Southwest District Commanders Forum
- **Cybersecurity and Technology 8 events**
  - Joint Federal Committee Emerging Technologies Workshop
  - State of Delaware Cyber Executive Education Seminar
  - State of North Carolina Cyber Executive Education Seminar
- **Leadership and Collaboration 8 events**
  - Alabama Legislature Emergency Management Workshop
  - International Association of Emergency Managers Leadership Symposium
  - FIFA World Cup Local Leaders Forums (State of New Jersey; Commonwealth of Massachusetts)
- **Natural Hazards/Catastrophic Disasters | 7 events**
  - U.S. Department of War Emergency Preparedness Liaison Officer Conference
  - City of Charleston, South Carolina Executive Education Seminar
  - Florida Emergency Preparedness Association Conference (Radiological Emergency Preparedness)

## Standout Activities in 2025

### State Executive Leadership Engagements

- State of Florida Executive Education Seminar/Domestic Security Executive Education Seminar
- State of North Carolina Executive Education Seminar
- State of Delaware Executive Education Seminar
- New York State Disaster Preparedness Commission Symposium
- Safeguarding Tennessee: A Panel on Homeland Defense
- Alabama Legislature Emergency Management Workshop

### Major Metropolitan and Regional Programs

- City of Seattle Executive Education Seminar
- City of Dayton Executive Education Seminar
- City of Charleston Executive Education Seminar
- City of Los Angeles Crisis Leadership Workshop
- Los Angeles County Consulates Corps Workshop
- Southeastern Pennsylvania Regional Task Force Executive Workshop

### Federal and National Partner Events

- Department of War Emergency Preparedness Liaison Officer (EPLO) Conference
- Joint Federal Committee Emerging Technologies Workshops
- U.S. Coast Guard Emergency Management-Emerging Technologies Webinar
- Federal Reserve Resilience Summit
- International Association of Emergency Managers Leadership Symposium
- U.S. Navy Expeditionary CBR-D Operations Executive Session

### Major Event Preparedness Deliveries

- New Jersey FIFA Club World Cup 2025 and World Cup 2026 Local Leaders Forum
- Massachusetts FIFA World Cup Local Leaders Forum

## What PELP Alumni Say

“PELP provides a unique opportunity to take a longer look at emergency management and how it’s the center of gravity in a community. It supports our goal to build stronger communities. We are building a culture that is rooted in preparedness, where our communities are empowered, global partnerships are leveraged, and all stakeholders work seamlessly in trust and collaboration to protect lives and reduce the impacts of disasters. Ready today, prepared for tomorrow. With PELP support, Hawai’i Emergency Management Agency aims to be the trusted partner and leader in emergency management excellence across Hawai’i and the Pacific.”

— **James Barros, Administrator,  
Hawai’i Emergency Management Agency**

"PELP sharpened my ability to lead through ambiguity, bridging military doctrine and civilian emergency management in ways that directly inform how I advise the Governor's office on Guam's most complex security challenges. The program's lessons on integrated leadership, whole-of-community resilience, and public messaging are priceless; they continue to shape outcomes, manage expectations, and inspire me to lead not through rank alone, but through relationships and strategic clarity."

— **Esther J. C. Aguigui, Homeland Security  
Advisor, Guam Homeland Security / Office  
of Civil Defense**

# Pacific Executive Leaders Program

Cultivate critical thinking skills, and build collaboration, capacity, and resilience in the Hawaiian Islands and U.S. Pacific Territories. | [www.chds.us/pelp](http://www.chds.us/pelp)



2025

9

Events

561

Alumni Since  
2011 Inception

PELP Alumni Span

205 Agencies

29 State & Territories

## Top Focus Areas

- Homeland Defense
- Cyber
- Pacific Geopolitics
- National Security
- Supply Chain Vulnerabilities
- Capacity Building
- Collaboration
- Mutual Aid, between island jurisdictions
- Post-Disaster Housing

## Event Descriptions

### In-Residence “Traditional” Hilo PELP 2501, Hilo, HI

Provided a graduate-level educational forum to enhance professional networks and bolster critical thinking to address unique homeland defense, security, and emergency management issues in the Pacific region.

### FEMA Region 9 Tribal Wildfire Seminars: Mather, CA, Phoenix, AZ, Carson City, NV

These seminars, conducted at 3 locations, provided tribal partners with education and technical assistance ahead of the 2025 wildfire season. They covered disaster response and recovery roles, Preliminary Damage Assessment processes, and grants management challenges, as well as strengthening tribal-state-federal coordination on wildfire preparedness and response.

### Hawai‘i Emergency Management (HIEMA) and Hawaiian Islands Executive Leaders Workshop, Honolulu, HI

Built homeland security, emergency management, and public safety capacity in the Hawaiian Islands by developing joint strategic priorities across state and local government.

### State of Hawai‘i Homeland Defense Workshop, Honolulu, HI

Facilitated discussions between Hawai‘i leadership, FEMA, and other federal representatives to focus on homeland defense and the Homeland Defense Plan. Participants focused on a handful of relevant critical infrastructure sectors and lifelines, as well as economic, information, and infrastructure considerations from a homeland defense perspective.

## Standout Activities in 2025

### • 2025 FEMA Region 9 Pacific Partnership Meeting (PPM): Hurricane/Typhoon/Cyclone Disaster Response

In coordination with FEMA Region 9 planning partners, the program engaged senior leaders from FEMA Region 9, federal partners, and OCONUS jurisdictions (Hawai‘i, Guam, the Commonwealth of the Northern Mariana Islands, and American Sāmoa) in a discussion-based workshop to enhance readiness for hurricanes, typhoons, and cyclones by identifying planning and capability gaps, as well as exploring opportunities for capacity-building.

### • Hawai‘i Emerging Leaders Program Pilot

In partnership with the Hawai‘i Emergency Management Agency (HIEMA), the PELP helped emerging leaders across state and local government in the Hawaiian Islands deepen their understanding of emergency management, public safety, and homeland defense threats. The program also examined how Hawai‘i National Guard capabilities can support the state in a homeland defense environment, and explored how leadership, communication, and decision-making adapt within today’s complex risk landscape.

## National/Notable Speakers

- **Lt. Gen. Jeffrey S. Buchanan**, U.S. Army, Ret.
- **Tom Bossert**, Former Assistant to the President for Homeland Security and Counterterrorism
- **Senator Shawn Gumataotao**, 38th Guam Legislature
- **Donalyn Dela Cruz**, Former Communications Director, Hawai‘i State Department of Education
- **Edward Conley**, Former Federal Emergency Management Agency (FEMA) Official and Author

## What Participants Say

“Our HDIL drone project was one of the most rewarding components of my CHDS experience. Through discussions with Law Enforcement Drone Association (LEDA) President Jon Beal and URSA CEO David Kovar, our team examined the operational and policy challenges confronting public safety agencies today. Beal highlighted the public safety catch-22 created by restrictions on Chinese drones without viable U.S. alternatives, while Kovar emphasized the urgent need for qualified immunity to protect first responders conducting drone defense and interdiction.

By identifying these gaps and advancing practical solutions, we aimed to strengthen national preparedness and help ensure the homeland security community is equipped for the evolving threats ahead.”

— **Brad Robertson, MA2401/2402,**  
**Detective Sergeant, Multnomah County**  
**Sheriff’s Office**

“The visit to the Southern Border was truly eye-opening. At the border patrol station with the highest number of illegal drone crossings on the southwest border, we got a firsthand look at just how serious the drone threat has become. The sheer volume of unauthorized drone flights is a growing problem and poses a real threat to border security efforts.”

— **Member, Team Strategy 4,**  
**Homeland Defense Innovation Lab**

# Homeland Defense Innovation Lab

In partnership with U.S. Department of War (DOW)

CHDS and the U.S. Department of War (DOW) collaborate through the Domestic Preparedness Support Initiative (DPSI), drawing on master's students' expertise to address homeland defense gaps with innovative solutions. | [www.chds.us](http://www.chds.us)



2025

61

Participants

10

Projects

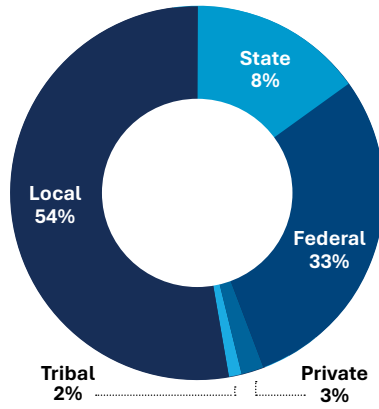
Since 2022  
Inception

250

38

Participants Events

## 2025 Participants Jurisdiction



Tribal 2% Private 3%

60%

of U.S. States &  
Territories Represented

## 2025 Focus

### Countering Unmanned Aerial Systems (C-UAS)

2 Cohorts, 10 Solutions

#### Cohort 2401/2402—5 Teams

##### • Dodge Drones

Focused on UAV and counter-UAV policy alignment, examining regulatory gaps and proposing unified, multi-agency counter drone policy frameworks.

##### • Sky Shield

Developed a concept for a centralized intelligence database to track, analyze, and share drone related incidents across agencies.

##### • Adeptus Aetheris

Created a user-friendly UAV compliance and education app, tackling FAA compliance confusion and pilot training gaps.

##### • Fly Guys

Examined the legal restrictions around drone mitigation and proposed legislative changes, granting more authority to state and local responders.

##### • Drone Defense

Focused on closing interdiction authority gaps by developing a legislative proposal (AERO Act) to empower local agencies with safe, regulated drone mitigation capabilities.

#### Cohort 2403/2404—5 Teams

##### • Drone Deterrence Using Existing Fire & USCG Water Streams

Tested non-lethal water-based counter drone tactics using fire service and Coast Guard equipment.

##### • Countering the Unmanned Threat: From the Battlefield to the Homeland

Studied cartel and adversarial drone use at the border, assessing commercial and military C-UAS systems for DHS/CBP application

##### • C-UAS Solutions for Aerial Firefighting Missions

Addressed drone incursions over wildfire areas and proposed mobile detection platforms, COP tools, and community education.

##### • Operation D-FENCE

Developed a layered DHS counter UAS strategy for the southwest border, including phased deployment, authority reforms, and technology integration.

##### • "Noise Reduction" Drone Policy

Proposed an FAA geofencing mandate to reduce 70%+ of illegal drone incursions by eliminating "careless and clueless" operators.

## Homeland Security Today's: Homeland's 50 Trailblazers 2025

Dr. Rodrigo Nieto-Gomez

A partnership connecting CHDS master's students and DOW to develop technologies for first responders.

## 2025 HDIL Review

In 2025, 10 HDIL teams partnered with the DOW to tackle emerging counter-UAS challenges. Projects ranged from drone detection, compliance, and intelligence sharing to field solutions such as mobile situational awareness platforms, non-lethal deterrence, and geofencing policy. Together, the teams delivered practitioner-driven recommendations to strengthen preparedness and support first responders integrating defense technologies into homeland operations.

# What Participants Say

## **Comparative Homeland Security:**

"The Comparative International Homeland Security course provided a comprehensive and structured overview of homeland security policies across multiple democratic nations, including counterterrorism, policing models, emergency management, and defense support for civil authorities."

— Student, Oakland Community College

## **Insider Threats:**

"Very good course. It taught me the importance of insider threats and increased my awareness from potential insider threats in the future."

— Transportation Service Unit Leader, FEMA

## **Introduction to Meta-Leadership:**

"This is my first self-study class with CHDS and I hope they are all this high quality! The worksheets were especially helpful for applying the concepts."

— Radiological Emergency Preparedness Planner, Georgia Emergency Management and Homeland Security Agency

## **Threats from Nation States:**

"As a college professor teaching Domestic and International Terrorism, I find these modules very educational and thought-provoking. For me, they are excellent in improving and updating my personal knowledge, which I can then use to educate the students I teach."

— Associate Professor, Connecticut State Community College (CT State) Norwalk

# Self-Study Courses

Non-credit courses to explore at your own pace. This free program is for homeland defense and security professionals and students who wish to enhance their understanding of homeland security with the flexibility of self-paced instruction.

[www.chds.us/selfstudy](http://www.chds.us/selfstudy)



Since 2008 Inception

40

Courses

Courses Offered  
During 2025

3 New/Updated  
in 2025

3 Development  
in 2025

4,226

2025 Completions

2,481

2025 Signups

1,712

2025 Course Reviews

553

Agencies and  
Organizations  
in 2025

## Irregular Warfare

CHDS announced three new Irregular Warfare courses developed in partnership with the Irregular Warfare Center (IWC). The courses are now available in the Center's self-study catalog.

- **Irregular Warfare 101:**

An introduction to IW definitions, concepts, operations, and global trends.

- **Irregular Warfare 201:**

A deeper examination of IW as a tool of modern statecraft, featuring case studies on China, Russia, and Iran.

- **Irregular Warfare 110—IW Approaches to Homeland Security and Defense:**

The course explores the application of IW activities domestically to counter diverse threats against irregular threats, as developed in coordination with USNORTHCOM.

95%

of course reviews rated  
their learning experience  
as excellent or good.

133

Educational  
Institutions  
Engaged in 2025

## Top Five Self-Study Groups by Number of Users

1. Eastern Kentucky University (KY)
2. Sam Houston State University (TX)
3. Jacksonville State University (AL)
4. U.S. Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA)
5. Oakland Community College (MI)
6. Georgetown University (DC)
7. U.S. Department of Homeland Security (DHS), Transportation Security Administration (TSA)
8. U.S. Army
9. U.S. Department of Homeland Security (DHS), Citizenship and Immigration Services (USCIS)
10. U.S. Department of Homeland Security (DHS), Customs and Border Protection (CBP)

## Top Courses for 2025

1. Cybersecurity—A Primer
2. Threats from Nation States
3. The History of Homeland Security
4. Insider Threats
5. Public Health Preparedness and Emergency Response
6. The Advanced Persistent Threat
7. Intelligence for Homeland Security: Organizational and Policy Challenges
8. Transportation Security
9. The 9/11 Attacks: A Retrospective and the Federal Response
10. Introduction to Meta-Leadership

# 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. | [www.hSDL.org](http://www.hSDL.org)



Since 2004 Inception

**297,760**

Total Documents

Documents Added  
During 2025

**5,263**



**571,000**  
Users

**3,292**  
New Accounts  
in 2025

**753,000**

2025 HSDL Page Views

**HIFLD**  
Homeland Infrastructure  
Foundation-Level Data



HIFLD is a comprehensive collection of national foundation-level geospatial data within the open public domain that can be useful to support community preparedness, resiliency, research, and more.

**1.2M+**  
Data Points

**15+**  
Data Layers

**50**  
States

**Real-time**  
Updates

## Top Focus Topics in 2025

- Domestic Terrorism in the U.S.
- Active Shooters
- Homeland Defense
- Weaponized Commercial Drones
- Lone Wolf Terrorism
- Artificial Intelligence
- Infrastructure Security
- Active Shooters
- Unmanned Systems
- Immigration
- Border Security
- Threat Actors
- Cyber Policy
- Global Terrorism
- Disaster Economics
- Human Trafficking
- Opioids
- Counter Unmanned Aerial Systems (C-UAS)

## Added in 2025

- Great Power Competition
- Homeland Defense
- Weaponized Commercial Drones
- Unidentified Aerial Systems (UAS)

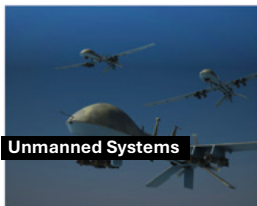
## HSDL 2025 Highlights

- **Most Viewed Blog:** "Youth and Social Media Usage: Pros and Cons" [www.hSDL.org/c/youth-and-social-media](http://www.hSDL.org/c/youth-and-social-media)  
**4,630 Views**
- **Most Popular In Focus List:** Domestic Terrorism in the U.S. [www.hSDL.org/c/domestic-u-s-terrorism](http://www.hSDL.org/c/domestic-u-s-terrorism)

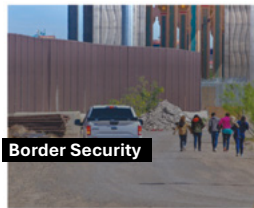
## HSDL In Focus Highlights



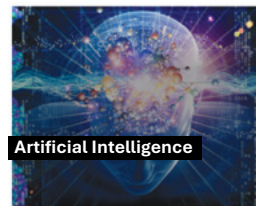
Homeland Defense



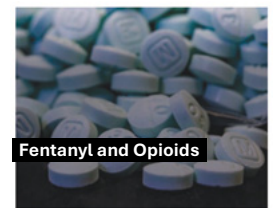
Unmanned Systems



Border Security



Artificial Intelligence



Fentanyl and Opioids

# Outreach

Telling the story of how the Center for Homeland Defense and Security's educational programs and resources contribute to the nation's homeland security, and how alumni use their CHDS education to lead, collaborate, and innovate across the homeland security enterprise. | [www.chds.us](http://www.chds.us)

## Agency Relationships • Alumni Relations • Recruitment Outreach • Media Engagement

# 65%

of CHDS alumni participate in CHDS activities, including alumni hours, the annual conference, and regional chapters.

### Social Media Outreach



[company/nps-chds](https://www.linkedin.com/company/nps-chds)

Followers **2,500** Impression **450,000**



[npschds](https://www.facebook.com/npschds)

Views **82,672** Visits **6,018**



[npschds](https://www.youtube.com/channel/UCnpschds)

Views **42,000** Hours **3,800**

### Top Three Reasons Applicants Apply

1. To prepare for new challenges in the next phase of their careers
2. To contribute to national policy and strategy
3. To strengthen critical-thinking skills

### Recruitment Webinar

CHDS hosts quarterly live recruitment webinars to introduce prospective students to the Center's academic programs and educational resources. Program leads provide structured overviews of curricula and learning outcomes, followed by an interactive Q&A session where participants engage directly with faculty and staff to gain insight into CHDS programs and how they prepare leaders to navigate complex, real-world challenges.

# 93%

of participants found very helpful and informative.

### Renewed/New Agency Recruitment in 2025

- ICE ERO Leadership Team
- Marin County Emergency Management
- Washington State
- Bureau of Alcohol, Tobacco, Firearms and Explosives
- LA Sheriff's Department
- The Walt Disney Company
- Jacksonville Sheriff's Department
- Institute for Local Government
- NASA Emergency Management Group
- Suffolk County Sheriff's Office
- U.S. Department of Health and Human Services
- Federal Reserve Bank, Chicago

### Outreach and Recruitment

Across all 50 States and U.S. Territories

Building Relationships with Agency Leadership

National Recruitment Webinars

Virtual and In-person Executive Briefs

National Conferences

Alumni Mentors for Applicants

Regional Alumni Chapters

Tribal Engagement

### Regional Alumni Chapters

36 Regional Chapters Nationwide

CHDS programs bring together homeland security leaders to build connections that last beyond graduation. Alumni have established regional chapters throughout North America and U.S. territories to stay connected and sustain an international network of professionals.

# Alumni Network

CHDS fosters collaboration among students, alumni, faculty, staff, and stakeholders through a robust network across social media, CHDS site groups, and Slack. Our 36 regional alumni chapters meet regularly to build connections. These platforms enable real-time collaboration, empowering our community to respond to homeland security challenges faster and effectively. [www.chds.us/alumni](http://www.chds.us/alumni)



**2,400+**  
Agencies,  
Organizations,  
Divisions

**1,200+**  
U.S. Cities

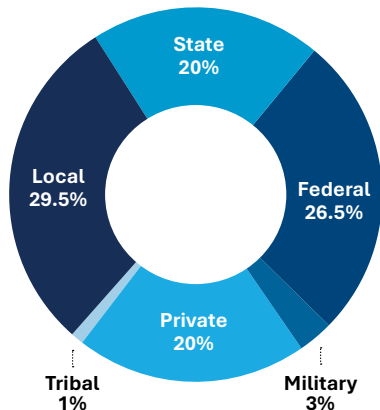
**17**  
Countries  
Globally

**36**  
Regional Alumni  
Chapters Nationwide

**New 2025  
Alumni Chapters**  
These two new alumni chapters bring our total to 36 chapters!

- Des Moines, Iowa
- Central Florida

## Alumni Network Jurisdiction



**65%**  
Alumni Remain Engaged  
After Graduation

**Alumni Who Lead**  
CHDS alumni are leaders nationwide, holding influential roles across disciplines.

**705**  
Department of  
Homeland Security

**231**  
Fire Chiefs

**189**  
Police Chiefs

**301**  
Emergency Management  
Directors

## Alumni Who Teach

CHDS tracks alumni instructors who teach homeland defense and security-related curriculum at educational institutions nationwide, keeping them equipped with the latest CHDS materials to strengthen their courses. This knowledge-sharing creates a multiplier effect, extending CHDS's reach and impact on homeland defense and security education well beyond its own walls.

**166**  
CHDS ALUMNI  
TEACH

**514**  
COURSES

**145**  
EDUCATIONAL  
INSTITUTIONS

## Watermark Magazine

*Watermark* is an international award-winning magazine exploring how CHDS graduates, faculty, and staff put thoughtful government into practice across homeland security.

**3,250 Circulation**

## Alumni Hour

The Alumni Hour is a monthly virtual discussion where CHDS faculty, staff, students, and alumni share current challenges and smart practices in a trusted forum.

**421 Participants**



Chicago-area alumni chapter meeting



North Carolina alumni chapter meeting

# Alumni Professional Exchange

The Alumni Professional Exchange (APEX) Continuing Education Workshop provides alumni the opportunity to learn about and reflect on critical homeland security issues from different perspectives while visiting with classmates, expanding networks with professionals from other cohorts, and catching up with instructors. | [www.chds.us/c/apex](http://www.chds.us/c/apex)



Since 2005 Inception

3,460

Registered Alumni

21

3 Day Annual Workshops

2025 Workshop

3 Days

180 Registered Alumni

36 States & Territories

120 Cities Represented

## Alumni Short Talks

TED-style talks by CHDS alumni covering a range of critical and topical issues.

13,553

Alumni Short Talk Videos Views



150

Agencies and Organizations

2025 Survey Results

96%

of APEX survey responses agreed that the event was a productive use of their time.

42%

of APEX survey respondents attended APEX for the first time.

31%

of APEX survey respondents have attended APEX 4+ times.

## 2025 Highlights

### Alumni Short Talks

- "Creative Mind as a Force Multiplier"  
**Shruti Dhapodkar**, ELP1902, MA2105/2106, Director, San Mateo Department of Emergency Management
- "Untangling Polycrisis: Public Leadership and Complex Crisis Analysis in a Modern World"  
**Judy Boyd**, MA0603/0604, U.S. Coast Guard, Senior Fellow, The Arctic Institute
- "Emergency Management, The Impossible Task of this Century"  
**Brock Long**, ELP0902, Executive Chairman, Hagerty Consulting Former FEMA Administrator

### Speakers

- "The Speed of Technology: Perspectives on Adoption"  
**Justin Fanelli**, Chief Technology Officer (Acting), U.S. Navy
- "Homeland Security and the Economy of 2025 and Beyond"  
**Owen West**, Marine, (frmr) Asst. Sec Defense, Goldman Sachs Energy Trading Partner (Ret.)
- "Interoperability Considerations for Mass Gatherings/Special Events"  
**Charlie Guddemi**, Statewide Interoperability Coordinator, Readiness and Response Coordination Bureau, Division of Operations & Intelligence, DC Homeland Security and Emergency Management Agency
- "The Future of Warfare"  
**John Robb**, Global Guerillas
- "The Future of Border Security and Generative AI"  
**Rodrigo Nieto-Gomez**, Faculty, Naval Postgraduate School

### Plenary Session

- "The Impact of CHDS Alumni 20 Years Later"  
Facilitator: **Dave Brannan**, Senior Faculty, Program Manager CHDS  
**Cathy Lanier**, MA 0401/0402, Senior Vice President Security, National Football League  
**Pat Miller**, MA0401/0402, Instructor, CHDS  
**GB Jones**, MA0401/0402, Chief Safety and Security Officer, FIFA World Cup 2026

# Educational Resources

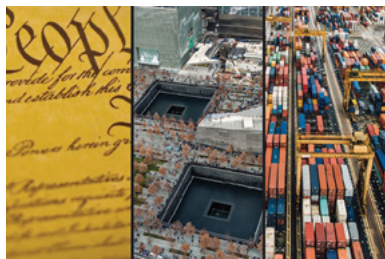
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## Homeland Security Digital Library (HSDL)

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

[www.hsdl.org](http://www.hsdl.org)



## Self-Study Courses

Online, non-credit courses designed for homeland security professionals and students who wish to enhance their knowledge and want the flexibility of self-paced instruction.

[www.chds.us/selfstudy](http://www.chds.us/selfstudy)



## Homeland Security Affairs

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

[www.hsaj.org](http://www.hsaj.org)



## Learning and Research

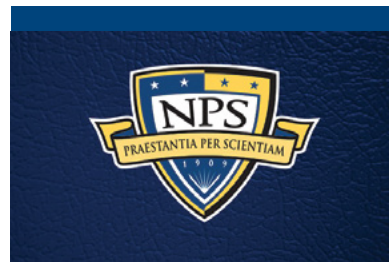
Shared learning materials across a wide range of homeland security topics and critical issues.

[www.chds.us/c/learning-research](http://www.chds.us/c/learning-research)



## Homeland Defense Innovation Lab

CHDS and the Department of War collaborate through the Domestic Preparedness Support Initiative, leveraging CHDS master's students' expertise to address homeland defense gaps with creative solutions.



## CHDS Theses

Critical, relevant research from CHDS Master's students in Security Studies. Over 1150+ searchable theses.

[www.hsdl.org/c/chds-theses](http://www.hsdl.org/c/chds-theses)

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# BUILDING THE KNOWLEDGE AND NETWORKS THAT SAFEGUARD THE NATION

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Stay Connected with CHDS  
Anytime. Anywhere.

[www.chds.us](http://www.chds.us)



[www.hSDL.org](http://www.hSDL.org)



[www.hsaj.org](http://www.hsaj.org)



[chds.us/selfstudy](http://chds.us/selfstudy)



**GET SOCIAL  
WITH CHDS**



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[@npsCHDS](https://twitter.com/npsCHDS)



[npsCHDS](https://www.facebook.com/npsCHDS)



[npsCHDS](https://www.youtube.com/npsCHDS)

THE NATION'S HOMELAND SECURITY EDUCATOR



CENTER FOR HOMELAND  
DEFENSE AND SECURITY

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NAVAL POSTGRADUATE SCHOOL