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**Center for Homeland Defense and Security**  
**Faculty Guidebook**

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# Center for Homeland Defense and Security

## Faculty Guidebook



NAVAL  
POSTGRADUATE  
SCHOOL

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## **THE CHDS MASTER'S PROGRAM**

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### **Your Role**

CHDS boasts an elite faculty drawn from across the spectrum of the Homeland Security world including the finest universities in the nation. We are pleased to have you join us as we continue to face the challenges and seize the opportunities posed by developing a new field of academic study. Homeland Security is still emerging as a domain; your contribution – whether it is to the design and development of a new course or the delivery and honing of an existing one – is that of a pioneer. Our participants will take your knowledge, your information, and your example with them to the front lines of the battle to protect the nation, and the highest levels of policy and strategy.

This Faculty Guidebook contains information to acquaint you with CHDS, its people, policies, and practices. As you begin the orientation process, we hope you will not hesitate to provide us with feedback, request assistance, or remember that all of us at CHDS are committed not only to contributing to the security of the nation, but to making this program the finest, most innovative and effective Homeland Security educator in the country, powered by you.

### **Who We Are**

The Center for Homeland Defense and Security at the Naval Postgraduate School is sponsored by the U.S. Department of Homeland Security Office of Grants and Training, and is the first Homeland Security Master's degree program in the United States. The degree is fully accredited and provides leaders with the knowledge and skills to:

- Develop strategies, plans and programs to prevent terrorist attacks within the United States and reduce America's vulnerability to terrorism;
- Build the organizational arrangements needed to strengthen Homeland Security, including local/state/federal, civil-military and interagency cooperation; and
- Help mayors and governors make improvements in Homeland Security preparedness by conducting "real world" actionable policy development work.

The curriculum is structured around the key policy and organizational design problems that future Homeland Security leaders are likely to confront, and the analytic skills they will need to meet those challenges. Each course in the curriculum requires students to master the core issues, principles and problem-solving approaches for the topic in question, and apply those fundamentals to the specific challenges confronting their own jurisdictions or sponsoring

organizations. The courses are sequenced and integrated to strengthen the overall cohesion of the curriculum, and enhance its effectiveness as professional, graduate-level education.

Every aspect of the program, from our logistical operations to the content of the courses and the success of the instructors, is evaluated each quarter by an ODP/DHS representative. Instructors receive regular evaluation feedback from the evaluator, and have the opportunity to revise, modify, or re-create their courses in response to participant needs and in order to stay current with the rapidly evolving field of Homeland Security.

### **Our Participants**

Students admitted to the 18-month CHDS program must already hold positions with significant Homeland Security-related responsibilities. The demands of their jobs prevent most of these professionals from enrolling in a traditional in-residence MA program. The hybrid, in-residence/distance-mode design of our program accommodates both their time constraints and the curricular demands of a cutting-edge field. Our participants are selected on their own academic and professional merits, but also to achieve broad geographic and discipline representation. Approximately 50% of the participants already hold a graduate degree.

### **Our Curriculum**

There are presently 13 courses in the CHDS curriculum:

NS 3180: Introduction to Homeland Security  
SO 3210: Asymmetric Conflict and Homeland Security  
NS 2013: Policy Analysis and Research Methods  
NS 4081: Research Colloquium  
NS 4156: Intelligence for Homeland Security: Organizational and Policy Challenges  
IS 4010: Technology for Homeland Security  
CS 3660: Critical Infrastructure: Vulnerability Analysis and Protection  
NS 4239: Special Topics in American Government for Homeland Security  
NS 4881: The Law and Homeland Security: A Multi-Disciplinary Approach  
NS 3028: Comparative Government for Homeland Security  
NS 4755: Strategic Planning and Budgeting for Homeland Security  
NS 4133: Psychology of Fear Management and Terrorism  
NS 4232: Capstone: Leadership in Homeland Security

Each course is built according to the expertise of the instructor as well as the directives of the sponsors, the needs of the participants, and the canon of the discipline or field.

Our program requires participants to be in residence two weeks per quarter. Students complete the remainder of their coursework via Network Based Learning on the web. Three features strengthen this web-based learning:

- Scenario-based exercises are conducted in a detailed, fully built-out city in cyberspace (San Luis Rey) – the city where “all bad things happen.” The community of San Luis Rey (SLR) is a virtual city that has been designed for use in Homeland Security and anti-terrorism training as well as general emergency management. Students apply their newly-gained theoretical insights and analytic skills to “real” terrorism prevention problems in a risk-free environment where strategies and policies can be tested.
- Students complete research papers and a Master’s Thesis on actual policy issues confronting their state, city or sponsoring organization. Many research papers are already being used by government organizations around the country. For more information on the Thesis, see page 5.

Student work is facilitated by the nation’s premier Homeland Security Digital Library (HSDL), which provides access to holdings across the full range of Homeland Security-related topics. For more information about the HSDL, see page 8.

### **Homeland Security Affairs Journal**

CHDS faculty are encouraged to engage in the full spectrum of scholarly activity, including research and publishing. One opportunity to publish faculty research quarterly and on-line is *Homeland Security Affairs*, the nation’s first peer-reviewed journal providing a forum to propose and debate strategies, policies and organizational arrangements to strengthen U.S. Homeland Security. Contributing authors, including the instructors, participants, alumni and partners of CHDS as well as scholars and practitioners throughout the nation, represent the leading subject matter experts in the field. The articles published in *Homeland Security Affairs* reflect not only the “smart practices” but also the scope of the emerging field and discipline of Homeland Security. To read or subscribe to HSA, or to submit a manuscript, please go to [www.hsaj.org](http://www.hsaj.org).

### **University and Agency Partnership Initiative**

CHDS faculty are also encouraged to participate in the CHDS University and Agency Partnership Initiative, designed to facilitate collaboration among institutions and agencies across the nation to develop Homeland Security programs. CHDS shares, at no cost to partner institutions or agencies, our curriculum, resources, and technologies to develop Homeland Security curricula and educational programs nationwide. The partnership initiative eliminates much of the logistical and conceptual difficulty of launching Homeland Security programs from the ground up; prevents redundancy in curriculum development;

leverages the DHS investment in graduate education; and encourages partners to improve and add to the curricula that already exist.

At the bi-annual University Partnership Conference, partners are able to share their plans and models, challenges and successes in developing Homeland Security curricula, and take advantage of the full academic resources of its program, including our lead instructors, technologies, lessons learned, and other resources. Partners are able to continue dialogue and information-sharing through a virtual conference space, the Homeland Security Exchange, on which our aggregate knowledge and curricula may be posted and shared for mutual benefit. For more information about the University and Agency Partnership Initiative, see Lauren Wollman.



## CHDS THESIS INFORMATION

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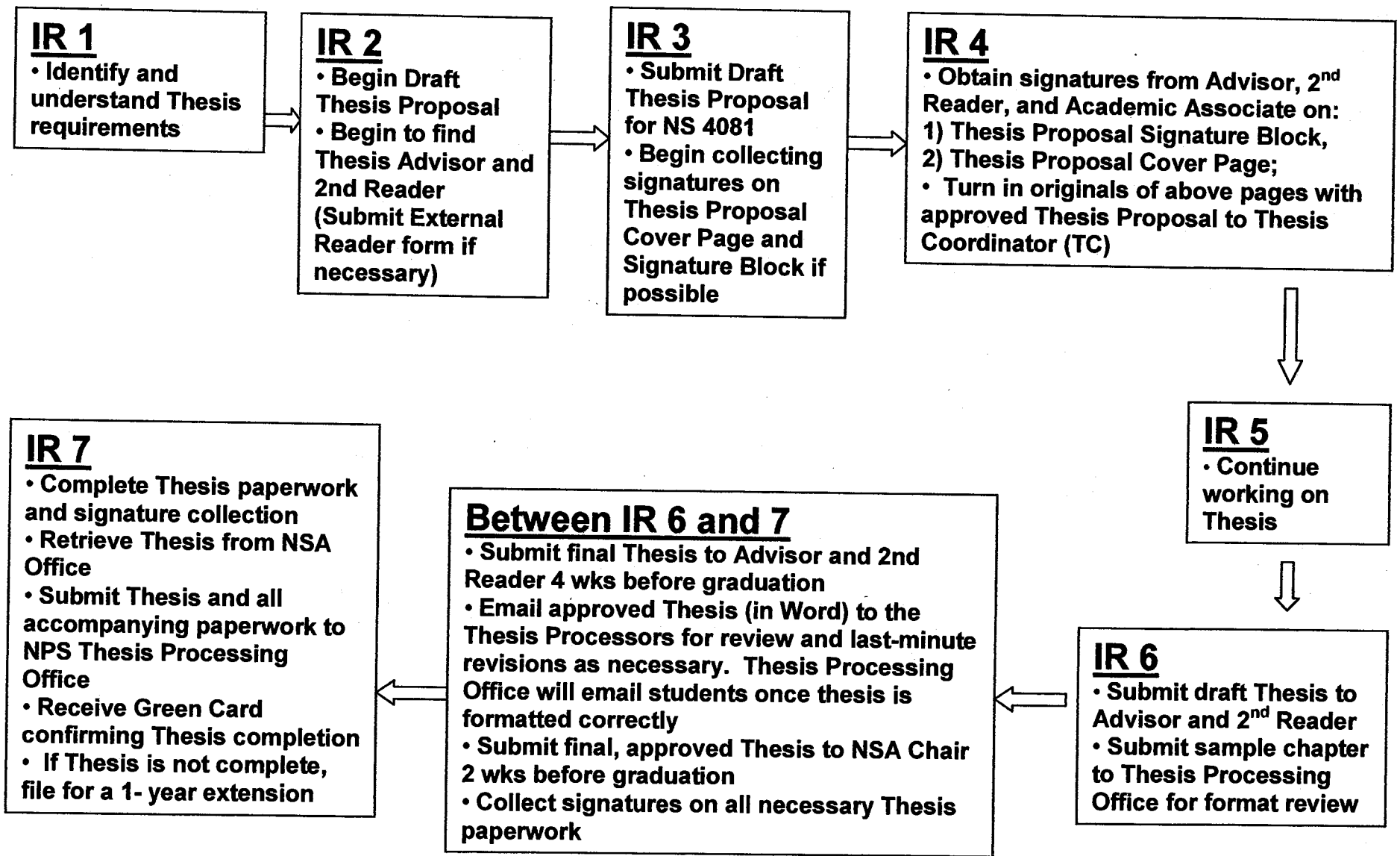
As a part of their degree requirement and the capstone of their program, all CHDS participants complete a thesis. As faculty, you are expected to work with participants, either informally – offering suggestions and guidance – or formally, as a thesis advisor or 2<sup>nd</sup> reader. Below you will find some basic information on thesis guidelines, deadlines, and expectations. Any additional questions may be directed to Thesis Coordinator Lauren Wollman. All thesis-related information, including links to forms, information, and websites mentioned below, are available in the Thesis Center section of Moodle.

- If you are serving on a participant's thesis committee, you will need to sign off on his or her Thesis Proposal. This proposal must conform to a specific format, the template for which is available through the Thesis Center section of Moodle, and to which participants have direct access in their coursework.
- Generally, as part of the Department of National Security Affairs, CHDS follows NSA guidelines for the Thesis. NSA Thesis policies and guidelines are available online, linking through the Thesis Center on Moodle.

There is one main exception to NSA policies for CHDS participants:

- Either the Thesis Advisor or Second Reader must be NPS faculty; he or she does not, however, have to be NSA faculty.
- In addition to NSA requirements, CHDS theses must also conform to NPS Thesis regulations. All thesis-related forms are accessible through the NPS Thesis Office website, which also contains valuable information on policies, formatting and submission information, and contact information for questions.
- For your interest and reference, a database of all former and current CHDS Theses is available in the Homeland Security Digital Library and in the Thesis Center on Moodle.

## Thesis Deadlines and Guidelines for CHDS Participants by In-Residence Session



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## Thesis/Graduation Deadline Matrix

<u>Cohort</u>	<u>Graduation Date</u>	<u>Final Draft to Advisor</u>	<u>Complete, Final, Approved, Properly Formatted Thesis to NSA Chair</u>	<u>Complete, Final, Approved, Formatted Thesis with all signed paperwork to NPS Thesis Office</u>
0501/0502	22-Sep-06	25-Aug-06	8-Sep-06	29-Sep-06
0503/0504	23-Mar-07	23-Feb-07	9-Mar-07	30-Mar-07
0601/0602	21-Sep-07	24-Aug-07	7-Sep-07	21-Sep-07

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## HOMELAND SECURITY DIGITAL LIBRARY (HSDL)

The Homeland Security Digital Library (HSDL) is a unique tool for researchers, scholars, and decision-makers which provides a comprehensive digital collection of resources for researching the wide ranging subject of Homeland Security.

### Helpful Features:

- Course syllabus and required readings
- Today's news headlines (i.e. Reuters, CNN, Al Jazeera)
- A meta-search tool covering a wide variety of online databases
- A large collection of authoritative and relevant online and locally held resources covering the following subjects:

Border Security	Infrastructure
Civil Military Relations	Terrorism and Threats
Emergency Preparedness & Response	Agencies & Organizations
Management and Organization	Politics and Government
Weapons and Weapons Systems	Transportation
Public Health	Intelligence
Technology	

- A Weblog (BLOG) announcing new, highly relevant resources on Homeland Security
- "Ask a Librarian" e-mail reference service
- Dates and links to related nationwide Conferences and Events
- Links to state government sites and US Policy documents

Easily accessible, well-organized, 24/7 availability.

### To access HSDL:

- Go to <http://www.hSDL.org/>
- Your login is based on your NPS Library card
- If you don't have an NPS library card, please contact the Dudley Knox Library Circulation desk 831-656-2947 or [circdesk@nps.edu](mailto:circdesk@nps.edu)

All CHDS students and faculty are entitled to full access to the many resources and services provided by the Naval Postgraduate School's Dudley Knox Library (<http://www.nps.edu/library/>)

### These include:

- Borrowing and Interlibrary Loan privileges
- Book purchase requests

- Remote access to electronic journals and databases
- Expert assistance from library staff and in particular, the Library's Liaison to the CHDS

**FACULTY** – for more information on what specialized resources and services are available to you, please see the Library's Web page "Library Services for Faculty" <http://library.nps.navy.mil/home/facultyinfo.htm> or contact Greta Marlatt, the Library's Liaison (831-656-3500 or [gmarlatt@nps.edu](mailto:gmarlatt@nps.edu))





## CHDS ONLINE LEARNING SERVICES

The CHDS Web Development and Instructional Design Team works with our instructors to design, develop, and host the Network-Based Learning (NBL) components of the hybrid, in-residence/distance CHDS curriculum. Such online course materials as readings, presentation modules of class lectures, scenario-based learning activities, and class discussion forums may be integrated into courses.

### Specific Services include:

- Building online course space using the instructor's materials
- Assisting in the development of online course materials:
- Create online lectures built from PowerPoint, with synchronized audio voice-over;
- Develop learning activities, including tests/quizzes, surveys, team activities, scenarios and simulations;
- Create audio files for course readings;
- Provide technologies for collaborative learning through use of collaborative web technologies (e.g., discussion forums, blogs, wikis);
- Enroll learners, instructors and guests;
- Quality assurance and control processes for all content
- Provide AV services for video recording of in-residence sessions
- Copies of DVDs can be obtained from CHDS Web/Instructional Design team for review (upon request)

### Contact information:

For course content submission and course development related issues:

Kristin Darken  
Email: [kmdarken@nps.edu](mailto:kmdarken@nps.edu)  
NPS Telephone: (831) 656-3121  
Cell: (831) 521-4583

For website management and operating access issues:

Todd Griffith  
Email: [tmgriffi@nps.edu](mailto:tmgriffi@nps.edu)  
NPS Telephone: (831) 656-3120  
Cell: (408) 313-3795



## OPERATIONAL SUPPORT

### Who We Are

The Center for Homeland Defense and Security operational support staff provides you with all the logistical and operational support you need in order to run successful in-residence sessions.

Support staff members are your link to the larger Center, including the administration, web team, and participants; you may direct all in-residence-related concerns, questions, and requirements to them.

Your channel of operational support communication includes:

### Director of Master's Program Operations & Public Affairs: Heather Issvoran

The Director of Master's Program Operations and Public Affairs coordinates all planning and logistics for the Center's courses, and is thus your main point of contact for operations. Heather Issvoran works with each faculty member to ensure proper and timely preparation for each course, including the required forms and information (see FIF, p. 16).

### MA Operations Coordinators: Mark Fish and Sarah Bentley

The MA Operations Coordinators (OC) are an important resource for each faculty member. They, along with Heather Issvoran, will be in touch with you long before you arrive to arrange such logistical course issues as scheduling, agendas, and organization.

Each OC is assigned to a Cohort and is responsible for assembling your course readings, producing them in the three media specified by ODP: hard copy (paper), electronic (CDs), and online (Digital Library), and distributing them to the participants.

The function of the MA Operations Coordinators is similar to that of a teacher's aide, assisting you with any technical or other issues pertaining to the class and its participants. The OC will load Power Point slides or other presentations on the desktop computer in each classroom, and make or copy any handouts and distribute them to the participants. Once you have reported a guest speaker on the FIF form along with dates and contact information for his or her visit, your OC will make all necessary travel arrangements and coordinate the visit. Any last-minute questions or problems concerning your in-residence session should be directed to your OC.