



**Homeland  
Security**

# **Homeland Security Academic Advisory Council**

# **Member Briefing Materials**

October 19, 2016



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## **Homeland Security Academic Advisory Council (HSAAC) Meeting Agenda**

Wednesday, October 19, 2016  
Woodrow Wilson International Center for Scholars  
6th Floor Moynihan Board Room  
1300 Pennsylvania Ave NW, Washington, D.C. 20004

- |            |  |
|------------|--|
| 10:00 a.m. | Call to Order  |
| 10:15 a.m. | Discussion on the 2016 National Seminar and Tabletop Exercise for Institutions of Higher Education |
| 10:45 a.m. | Discussion on Quadrennial Homeland Security Review   |
| 11:10 a.m. | Discussion on Countering Violent Extremism   |
| 12:00 p.m. | Lunch  |
| 1:00 p.m.  | Discussion on DHS Blue Campaign  |
| 1:30 p.m.  | Remarks by DHS Leadership  |
| 2:30 p.m.  | Public Comment Period*   |
| 3:00 p.m.  | Council Votes on Potential Recommendations   |
| 3:15 p.m.  | Adjourn  |

*\*Please note that the meeting may close early if the Council has completed its business. Public comment period times are subject to change.*



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## **DHS National Seminar and Tabletop Exercise for Institutions of Higher Education**

The U.S. Department of Homeland Security (DHS) National Seminar and Tabletop Exercise for Institutions of Higher Education is a series of campus-based events to test and promote campus resilience. DHS developed the series to address a recommendation from the Homeland Security Academic Advisory Council that DHS develop and conduct more exercise activities specifically focused on institutions of higher education.

DHS launched the inaugural event in October 2014 at Northeastern University, bringing together more than 100 participants from 21 institutions of higher education (IHEs) in the six-state New England region. Along with promoting the federal all-hazards *Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education*, the event provided insight into common planning, preparedness, and resilience best practices and challenges of the academic community when faced with an infectious disease outbreak.

The second event in the series occurred in October 2015 at Indiana University and focused on the cyber threat landscape across the U.S. higher education community. The event was led by DHS's Federal Emergency Management Agency (FEMA), Science and Technology Directorate, and Office of Academic Engagement (OAE), in coordination with the Federal Bureau of Investigation. More than 250 participants from 80 IHEs across 32 states and the District of Columbia attended, including senior higher education leaders, as well as federal, state, and local representatives from departments and agencies that support campus resilience.

This year, the third event in the series will take place at the University of Illinois at Chicago (UIC) on November 16-17, with a focus on campus violence, including active shooter and other threats. This year's event has three main objectives: (1) provide participants with a meaningful learning experience that enhances their resilience efforts; (2) develop and shape resources, tools and policies to share with the broader higher education community; and (3) reach new audiences by establishing the NTTX as a premiere campus resilience event.

The first day of the event will include a series of workshops, with topics ranging from long-term event recovery and crisis communications to preparing for mass events. It will additionally include a panel of experts in the fields of campus safety, security, and emergency management. The second day of the event will feature a tabletop exercise to simulate how campuses can prepare for, respond to, and recover from acts of violence.



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## **Academic Engagement and the 2018 *Quadrennial Homeland Security Review***

The U.S. Department of Homeland Security (DHS) conducts a Quadrennial Homeland Security Review (QHSR) every four years. The review meets the requirements of the *Implementing Recommendations of the 9/11 Commission Act of 2007*. That legislation requires DHS conduct a “comprehensive examination of the homeland security strategy of the Nation, including recommendations regarding the long-term strategy and priorities of the Nation for homeland security and guidance on the programs, assets, capabilities, budget, policies, and authorities of the Department.” DHS produced the first and second iterations of the QHSR in 2010 and 2014.

As DHS develops the 2018 QHSR, a primary goal is to bring key stakeholders together to share ideas, collaborate, and debate key issues impacting the nation’s homeland security. While the academic community was involved in the development of the 2010 and 2014 QHSRs, the Department is engaging with the academic community more directly in the development of the 2018 QHSR. To do so, the DHS Office of Policy, which is responsible for drafting the QHSR, will collaborate with the Homeland Security Academic Advisory Council (HSAAC). In addition, for the first time, the DHS Office of Policy will partner with the Naval Postgraduate School Center for Homeland Defense and Security and the Federal Emergency Management Agency’s (FEMA’s) National Preparedness Directorate to hold the 2017 Homeland Defense/Security Education Summit at George Mason University on March 23 – 24, 2017. The theme for the Summit is: *Overcoming Barriers: Looking at the Next 10 Years of Homeland Security Strategies, Plans, Policies and Education*.

The Summit will feature two sets of presentations and discussion panels with members of the homeland security enterprise. The first set of presentations will explore innovative approaches to addressing homeland security and homeland defense, including education programs. The second set of presentations will feature original theoretical, methodological, and applied policy research relevant to DHS’s five missions. This research will help inform DHS’s foundational analysis for the 2018 QHSR. A steering committee of prominent scholars will provide paper review, programming guidance, and panel facilitation for the Summit. The conference format will be oriented toward fostering policymaker-academic dialogue; scholars will present research and policy practitioner discussants will respond. The Summit will offer the academic community a unique opportunity to engage DHS. It will also allow the Department to draw on leading research to better inform the Department’s strategy development process for the 2018 QHSR and beyond.



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## **Engaging Colleges and Universities in Countering Violent Extremism**

The Department of Homeland Security (DHS) defines violent extremists as individuals who support or commit ideologically-motivated violence to further political goals. Violent extremism in all of its forms poses a persistent and unpredictable threat to the Homeland and may come from a range of groups and individuals, including domestic terrorists and homegrown violent extremists. Building stronger and safer communities is a top priority of the Department and has been since long before attacks in Orlando, San Bernardino, and Charleston. DHS has designed a countering violent extremism (CVE) approach that addresses all forms of violent extremism, regardless of ideology, focusing not on radical thought or speech, but on preventing violence. CVE consists of prevention and intervention approaches to increase the resilience of communities to violent extremism by educating communities about the threat of recruitment and radicalization to violence, and to provide information about innovative community based approaches for addressing the threat.

### *Office for Community Partnerships*

Secretary of Homeland Security Jeh Johnson prioritized the Department's CVE efforts by establishing the Office for Community Partnerships (OCP) in September 2015. OCP's mission is to develop and implement a full-range of partnerships to support and enhance efforts by key stakeholders to prevent radicalization and recruitment to violence by terrorist organizations. The office leverages the resources and relationships of DHS and applies the personal leadership of the Secretary of Homeland Security to empower leaders in both the public and private sectors to spur societal change to counter violent extremism.

### *Engaging the Higher Education Community*

DHS understands the value and impact of the higher education community in supporting its efforts to prevent violent extremism. The Department is working closely with partners across the country, including colleges and universities, to foster and strengthen community partnerships that are essential to addressing violent extremism.

To further support these efforts, DHS established the Homeland Security Academic Advisory Council (HSAAC) Academic Subcommittee on CVE. The subcommittee will leverage expertise from the higher education community to provide DHS with advice and recommendations aimed at enhancing and informing DHS's CVE-related programs, policies and initiatives. Specifically, the subcommittee will be charged with providing advice and recommendations on:

- 1. How DHS can establish strategic partnerships with colleges and universities to increase awareness and understanding of CVE;*
- 2. How to create strategic partnerships between DHS, colleges and universities, and the K-12 community to encourage students to participate in CVE-related academic programs and research efforts; and*
- 3. How DHS can help campuses integrate with local communities to establish CVE initiatives and partnerships.*



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## **Blue Campaign College and University Outreach**

The Blue Campaign is the unified voice for the U.S. Department of Homeland Security's (DHS) efforts to combat human trafficking. Human trafficking – a modern-day form of slavery involving the illegal trade of human beings for the purpose of exploitation or commercial gain – affects millions of men, women and children every year. DHS is responsible for investigating human trafficking, arresting traffickers and protecting victims. In collaboration with law enforcement, government, non-governmental and private organizations, the Blue Campaign strives to protect the basic right of freedom and bring those who exploit human lives to justice.

In an effort to expand the campaign, DHS's Office of Academic Engagement will work in coordination with the Blue Campaign to directly engage colleges and universities. Through collegiate partnerships, DHS aims to raise public awareness about human trafficking, educate the public to recognize human trafficking and encourage reporting of suspected instances.

### *Resources for the Higher Education Community*

College and university students are critical in raising awareness about human trafficking in the United States. Students can use their influence and social networks to start organizations, begin conversations about human trafficking, and educate other students and communities about human trafficking. A collection of Blue Campaign public service announcements (PSAs) and videos will be made available to partnering institutions for download to promote the campaign on campus websites, social media platforms and digital screens. In addition to PSAs, the Blue Campaign developed a student toolkit to explain human trafficking, describe indicators of human trafficking and outline the following actions students can take to combat human trafficking:

- Educate the community
- Start an anti-human trafficking group on campus
- Take online trainings on human trafficking awareness
- Display posters on campus
- Volunteer for a local organization
- Be a conscientious consumer and avoid goods produced by forced laborers
- Ask local retailers to buy products from conscientious sources

**Dr. Eric J. Barron**  
**President, Pennsylvania State University**



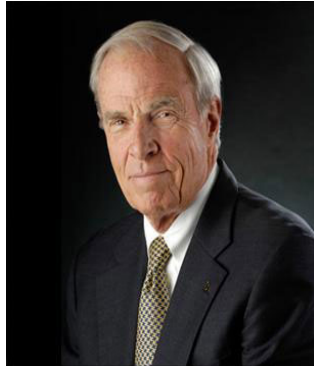
Dr. Eric J. Barron, former dean at Penn State and former president of Florida State University, began his presidency at Penn State on May 12, 2014. Succeeding former President Rodney Erickson, who had served since 2011, Barron was named the 18th President of Penn State by the University's Board of Trustees February 17, 2014.

Barron served as dean of the College of Earth and Mineral Sciences and founding director of the Earth System Science Center during his previous years at Penn State.

Barron earned a Bachelor of Science degree in geology at Florida State in 1973 before moving on to the University of Miami, where he earned master's and doctoral degrees in oceanography, in 1976 and 1980, respectively. Barron spent 20 years of his career at Penn State, serving as dean of the College of Earth and Mineral Sciences from 2002 to 2006, director of the Earth System Science Center from 1986 to 2002, and director of the Earth and Mineral Sciences Environment Institute from 1998 to 2002.

Barron is a Fellow of the American Geophysical Union, the American Meteorological Society, the Geological Society of America, and the American Association for the Advancement of Science. He has authored more than 125 peer-reviewed papers in geology, oceanography, and climate issues.

**Mr. Bruce D. Benson**  
**President, University of Colorado**



Mr. Bruce D. Benson became president of the University of Colorado in March 2008.

Since taking the helm of his alma mater, Benson has enhanced University of Colorado's standing as one of the Nation's leading public universities, advancing the economy, health and culture of Colorado and beyond. He is the longest-serving University of Colorado president in more than half a century.

Before becoming the University of Colorado's president, Benson had founded Benson Mineral Group in 1965, a year after earning his bachelor's degree in Geology from the University of Colorado. Throughout his business career, he has also been involved in banking, real estate, cable television, and restaurants.

He has consistently been active in a variety of educational, civic, and political endeavors. He was the Republican nominee for Colorado governor in 1994. Benson has received many honors recognizing his leadership in a variety of endeavors, including when the University of Colorado in 2004 granted him an Honorary Doctorate of Humane Letters, and in February 2009 when he was named to the Colorado Business Hall of Fame.



**Dr. Renu Khator**  
**President, University of Houston and Chancellor, University of Houston System**



Dr. Renu Khator holds the dual titles of chancellor of the University of Houston System and president of the University of Houston. The University of Houston System's first woman Chancellor and the first Indian immigrant to head a comprehensive research university in the United States, she assumed her post in January 2008.

Khator was born in Uttar Pradesh, India, earning a bachelor's degree at the University of Kanpur. She received her master's degree in political science and Ph.D. in political science and public administration from Purdue University. Prior to her appointment, she was provost and senior vice president at the University of South Florida, capping a 22-year career at that institution.

Khator received the Pravasi Bharatiya Samman Award from the president of India, the highest recognition conferred on overseas Indians based on their "significant contributions" to their homeland. In addition, U.S. Citizenship and Immigration Services included her among its Outstanding Americans by Choice awardees, recognizing her achievements as a naturalized citizen. Purdue University awarded her its Doctor of Social Sciences degree. She is featured in the American Council on Education's video "The Joys of the Presidency." In 2014, she received the President's Award from NASPA, the national association of student affairs administrators.

She received the Excellence in Leadership Award from the U.S. Hispanic Chamber of Commerce, and the President of the Year Award from the Association of College Unions International.

She is the immediate past Chair of the American Council on Education and has been reappointed as chair of the Federal Reserve Bank of Dallas. She also serves on several boards, including the Greater Houston Partnership, the Houston Technology Center, the Texas Medical Center Policy Council, the Methodist Hospital Research Institute Board and the Business and Higher Education Forum. She has been appointed to serve as the American Athletic Conference representative to the NCAA Division I Presidential Forum, and is a member of the Council on Foreign Relations.

**Dr. Carol A. Leary**  
**President, Bay Path University**



Dr. Carol A. Leary became president of Bay Path University in December 1994.

A Phi Beta Kappa graduate of Boston University, she earned her Master of Science degree at the State University of New York at Albany and her doctorate of philosophy degree at The American University - Washington, D.C. She previously served as vice president for administration and assistant to the president at Simmons College and held administrative positions at Siena College, Boston University, and the Washington Campus Organization located in Washington, D.C.

A strong advocate of community and professional service, Leary has served on the boards of numerous state and national organizations. An emerita trustee and former chair of the Community Foundation of Western Massachusetts, she currently serves on the boards of The Beveridge Family Foundation, Inc., and United Bank. Leary also previously served as the treasurer of the Women's College Coalition, chair of the Association of Independent Colleges and Universities of Massachusetts, and chair of the WGBY Public Television Board of Tribunes.

In December 2014, Leary was selected to join President Obama, the First Lady, and Vice President Biden, along with hundreds of college presidents and other higher education leaders, at the second White House College Opportunity Day of Action held in Washington, D.C.

Also under her guidance, Bay Path launched the Women's Leadership Conference in 1995. Through the years, the Conference, with an annual attendance of over 2,000 professional women and men, have featured such prominent speakers as Barbara Walters; Lady Margaret Thatcher; former U.S. Secretary of State Madeleine Albright; Dr. Maya Angelou; Queen Latifah; and Cokie Roberts.

**Dr. David W. Pershing**  
**President, University of Utah**



Named Utah's 15th President in 2012, Dr. David W. Pershing serves as the university's chief executive leading a diverse team of faculty and staff at one of the world's top research universities.

Pershing joined the University of Utah as an Assistant Professor of Chemical Engineering in 1977. He was named a Presidential Young Investigator by the National Science Foundation in 1984, became Dean of the College of Engineering in 1987, and named a Distinguished Professor of Chemical Engineering in 1995. In 1998, Pershing was named Senior Vice President for Academic Affairs responsible for approximately 1,000 faculty and 25,000 students in the colleges of the main campus.

A gifted teacher and prolific researcher, Pershing is the recipient of the University of Utah's Distinguished Teaching and Distinguished Research Awards and the U's Rosenblatt Prize for Excellence. He has authored more than 80 peer-reviewed publications, won more than 20 research grants totaling approximately \$60 million, and earned five patents. He was named Engineering Educator of the Year by the Utah Engineering Council in 2002 and is a winner of the Governor's Medal for Science and Technology. He was director of the University of Utah's Center for Simulation of Accidental Fires and Explosions, fueled by a \$40 million grant from the U.S. Department of Energy.

Pershing holds a bachelor's degree from Purdue University and a Ph.D. from the University of Arizona, both in chemical engineering.

**Dr. Robert A. Scott**  
**President *Emeritus*, Adelphi University**



Dr. Robert A. Scott, Ph.D., was appointed by the Adelphi University Board of Trustees as the ninth President and professor of anthropology and sociology in July 2000. He served in this role through June 30, 2015, when he became president *emeritus* and university professor.

From 1985–2000, he served as president of Ramapo College (New Jersey’s public liberal arts college known as the College of Choice for a Global Education). During this time, he also served as head of the newly formed New Jersey Commission on Higher Education. Earlier, he served as assistant commissioner of higher education in Indiana. He is the only person to hold the three top positions in American higher education: head of a public institution, a state coordinating board and a private university. Scott holds the Bachelor of Arts degree from Bucknell University (Pennsylvania) and the Ph.D. degree from Cornell University (New York).

He is a former member and chair of the American Council on Education’s Commission on International Education and a member of the Council on Foreign Relations. He has represented the United States in international negotiations with the United Nations Education, Scientific and Cultural Organization (UNESCO), with the Council of Europe and with countries in the Asia/Pacific Region. He served as the United States’ delegate to the UNESCO World Conference on Higher Education and, in June 2006, was selected to participate in the International Higher Education Forum held in Strasbourg, France, under the auspices of the Council of Europe.

Scott himself is a model of community involvement, serving on the boards of the Paul Taylor Dance Company and Global Kids, Inc. He was a leader in reforming the G.I. Bill to ensure up-to-date and expanded benefits for today’s members of the armed forces and National Guard. Scott is a member of The Century Association and the Cornell Club of New York.

**Kent Syverud**  
**Chancellor and President, Syracuse University**



Kent Syverud is Chancellor and President of Syracuse University. Appointed by the University's Board of Trustees in September 2013, he assumed the leadership post in January 2014, becoming the 12th leader of the University since its founding in 1870.

Syverud came to Syracuse University from Washington University in St. Louis, where he served as Dean and Ethan A.H. Shepley Distinguished University Professor since 2006. Prior to that, he served eight years as Dean at Vanderbilt Law School. During his tenure at Washington University, he led efforts to create university-wide programs in Washington, D.C., in partnership with the Brookings Institution and in New York in partnership with the Olin School. He also advanced efforts to expand online education opportunities, including development of an innovative online master's degree program.

Syverud has served since 2010 as one of two Independent Trustees of the Deepwater Horizon Oil Spill Trust, a \$20 billion fund created by BP in negotiation with the White House to pay claims arising from the BP oil spill in the Gulf of Mexico. A 1981 graduate of the University of Michigan Law School, he also was an expert witness for the University of Michigan in the landmark affirmative-action case *Grutter v. Bollinger*.

After earning a Juris Doctor and an M.A. in Economics, Syverud went on to serve as a Law Clerk for Judge Louis Oberdorfer of the U.S. District Court for the District of Columbia and for U.S. Supreme Court Justice Sandra Day O'Connor. From 1987 to 1997, he served on the faculty of the University of Michigan Law School, earning tenure in 1992 and advancing to Associate Dean for Academic Affairs in 1995. He has been a Visiting Professor at the Cornell Law School, the University of Pennsylvania Law School, and the University of Tokyo Faculty of Law and Politics.

**Michael K. Young**  
**President, Texas A&M University**



Michael K. Young became the 25th President of Texas A&M University on May 1, 2015, bringing a proven track record of academic leadership.

Young served as President and tenured Professor of Law at the University of Washington from 2011 to 2015; prior to that, he served as President and Distinguished Professor of Law at the University of Utah. Before assuming the presidency at Utah, he was Dean and a Professor of Law at the George Washington University Law School, and he was a professor at Columbia University for more than 20 years. He also has been a visiting professor and scholar at three universities in Japan.

A graduate of Harvard Law School, Young has broad experience across legal, public service, and diplomatic arenas. He served as a law clerk to the late Chief Justice William H. Rehnquist of the U.S. Supreme Court, and he has held a number of government positions, including Deputy Under Secretary for Economic and Agricultural Affairs, and Ambassador for Trade and Environmental Affairs in the Department of State. Young worked extensively on the treaties related to German unification, the North American Free Trade Agreement, the Uruguay Round negotiations leading to the World Trade Organization, and the U.N. Conference on Environment and Development. Subsequently, Young served eight years on the U.S. Commission on International Religious Freedom, which he chaired on two separate occasions.

He is a member of the Council on Foreign Relations and a fellow of the American Bar Foundation.

**Dr. Jason Ackleson**  
**Director of Strategy, Office of Policy**  
**U.S. Department of Homeland Security**



Dr. Jason Ackleson is the Director of Strategy in the U.S. Department of Homeland Security's Office of Policy. He leads a team of analysts responsible for developing major strategic documents and planning processes for DHS, including the 2018 *Quadrennial Homeland Security Review* (QHSR). Mandated by Congress, the QHSR is a comprehensive examination of the homeland security strategy of the nation. It will make recommendations on the programs, assets, capabilities, budget, policies, and authorities of DHS and delineate a unified Departmental approach for strategy, planning, and analytical capability. Ackleson currently directs several foundational analysis products for the QHSR, including the 2016 *Homeland Security Trends Review*, a wide ranging review of the major changes in the strategic environment that may advance or hinder the achievement of homeland security. He also leads the authorship of key regional and issue-based strategies and policies for DHS, such as the Department's North America Strategy and its Biometrics Policy Directive.

Prior to his role at DHS Headquarters, Ackleson was Acting Chief of Research and Evaluation at U.S. Citizenship and Immigration Services (USCIS). Ackleson's team provided data-driven analytical products to inform immigration policymaking by senior agency leadership. This work involved many of the key immigration policy decisions of recent years, such as Executive Action on immigration reform. He also directed multiple projects to evaluate U.S. immigration benefit programs and agency performance.

Before coming to USCIS, Ackleson was an Associate Professor of Government. Over 10 years in the academic sector, he published over 25 articles, book chapters, reports and other publications on questions of security, borders, immigration, and globalization. During that time, he received and administered over \$1.5 million in externally supported research and education grants. He has taught courses on U.S. national security policy, foreign policy, international relations, and border security. For five years, Ackleson also served as an Associate Dean of the Honors College at New Mexico State University, successfully transitioning an academic unit into a full college while mentoring top students for prestigious postgraduate scholarships. Under Truman and British Marshall scholarships, he earned his Ph.D. in International Relations at the London School of Economics and Political Science. From 2009 to 2010, he was an American Political Science Association Congressional Fellow in the United States Senate, advising Senator Jeff Bingaman (D-NM) on health care, border, and immigration issues.

**Mr. David D. Gersten**  
**Deputy Director, Office for Community Partnerships**  
**U.S. Department of Homeland Security**



Mr. David D. Gersten is the Deputy Director for the Office for Community Partnerships (OCP) at the U.S. Department of Homeland Security (DHS), a position he has held since October 2015. OCP's mission is to engage local communities and faith-based organizations and to build partnership endeavors between these groups and the private and public sector, technology firms, and other stakeholders to support local efforts to counter violent extremism (CVE). Gersten was the first Senior Executive in the United States government to work exclusively on CVE when he served as the DHS CVE Coordinator beginning in July of 2014. He was the CVE point of contact for interaction with the White House, Congress, and interagency and international partners. Gersten provided unity of effort for the Department's ongoing CVE policy formation, strategic CVE activities, CVE support activities and CVE relevant activities.

From 2006-2014, Gersten served as Director of the Civil Rights and Civil Liberties (CRCL) Programs Branch in the DHS Office for CRCL. Gersten was responsible for promoting respect for CRCL by advising Department leadership and personnel, and state and local partners. Gersten has personally led scores of discussions with community leaders in Los Angeles, Chicago, Detroit, Houston, Atlanta, Minneapolis and Denver. Gersten has testified before the United States Congress on the subjects of Intelligence Fusion Centers and Homegrown Violent Extremism and has worked closely with the DHS Office of Intelligence and Analysis to provide onsite training to Intelligence fusion centers.

Before joining DHS Gersten held a variety of leadership roles in government, private sector and non-profit organizations. Gersten's work included education, immigration and assimilation policy making; human resources, recruitment and training for a data communications industry leader; and nationwide efforts to identify, train and place young people in public policy positions. In the mid-1990s Gersten directed human resources, recruitment and training for a data communications and government services company.



**Mr. Trent Frazier**  
**Executive Director for Academic Engagement**  
**U.S. Department of Homeland Security**



Mr. Trent Frazier is the Executive Director for Academic Engagement at the U.S. Department of Homeland Security (DHS), a position he has held since April 2016. The DHS Office of Academic Engagement (OAE) supports DHS's mission by building, improving and leveraging relationships with the academic community.

Prior to this role, Frazier served as the Director of U.S. Customs and Border Protection's (CBP) Workplace Solutions Program Office. Frazier led CBP's efforts to transform the way employees work by employing results-oriented management practices, mobile technologies and dynamic office designs to change work environment. These efforts enabled employees to accomplish their work from any location, to make the physical office a place that fosters collaboration, and to connect with one another in the office and around the world.

Frazier has experience in program management, strategic planning, and organizational development. Within CBP, he has held positions including: Director for the Field Operations Facilities Program Management Office, Director for Strategic Planning & Program Development, and Chief in the Mission Support and Special Services Branch. Prior to these positions, Frazier worked with the U.S. Department of Housing and Urban Development and with the American Red Cross.

Frazier has a Juris Doctorate from Washington University School of Law and a Bachelor of Arts from the University of Missouri at Columbia. He began his career as a Presidential Management Fellow, and has since been a fellow in the Harvard Senior Executive Fellows Program, and completed a certificate in Management and Leadership through the Massachusetts Institute of Technology Sloan School of Management.

**Mr. Philip A. McNamara**  
**Assistant Secretary for Partnership and Engagement**  
**U.S. Department of Homeland Security**



Mr. Philip A. McNamara is the Assistant Secretary for Partnership and Engagement at the U.S. Department of Homeland Security (DHS), a position he has held since March 2013. In this role, McNamara serves as Secretary Jeh Johnson's direct representative to the nation's 50 governors, mayors and state homeland security advisors. McNamara is responsible for coordinating and advancing DHS interaction and outreach with state, local, tribal, and territorial governments and the national associations that represent them.

In addition to his service as Assistant Secretary, McNamara served as the Department's Acting Chief of Staff from July 2013 through the beginning of February 2014. In this assignment, he supported the DHS Secretary in managing the daily operations of the third largest Department in the Federal government with 240,000 employees, 22 agencies and a \$60 billion budget. His tenure as Chief of Staff was through the transition period of DHS Secretaries. In all, McNamara served under Secretary Janet Napolitano, Acting Secretary Rand Beers, and Secretary Johnson and during the October 2013 government shutdown.

Prior to these positions, McNamara was appointed by Secretary Napolitano as the Department's Executive Secretary, a position he held from June 2009 through March 2013. In this position, he was the Executive Director of Operations and Administration for the Office of the Secretary; and was responsible for all correspondence, briefing materials, and White House and interagency actions going in and out of the Secretary and Deputy Secretary's offices.

Upon joining the Department, McNamara concluded an 11-year career with the Democratic National Committee (DNC), where he served as the Director of Party Affairs and Delegate Selection from 2002 through 2009. McNamara was the senior advisor to five DNC Chairmen on Party rules and procedures from 1998 to 2009 and was the DNC's lead expert in the historic 2008 presidential nominating process.

McNamara is a native of Massachusetts and has lived in Washington, D.C. since 1998. He graduated from the University of Massachusetts Amherst in 1997, where he double-majored in political science and journalism.

**Maria M. Odom**  
**Ombudsman, U.S. Citizenship and Immigration Services**  
**U.S. Department of Homeland Security**



Maria M. Odom serves as Citizenship and Immigration Services Ombudsman for the U.S. Department of Homeland Security.

In this role, Odom leads the Office of the Citizenship and Immigration Services Ombudsman. The Ombudsman's Office is dedicated to improving the quality of citizenship and immigration services delivered to the public by providing individual case assistance, as well as making recommendations to improve the administration of immigration benefits.

To carry out this mission, Odom works with community leaders and immigration professionals across the country to understand current issues and explore solutions to problems faced by individuals and employers seeking citizenship or immigration services. Under her leadership, the Ombudsman's Office serves as a visible, accessible and reliable resource to the community.

Odom came to the Department as a legal expert with a wide range of immigration experience in the government, private and charitable sectors. Most recently, Odom led the country's largest network of charitable legal immigration programs as the Executive Director of the Catholic Legal Immigration Network, Inc. Odom practiced immigration law in the southeast for many years, leading a successful private practice dealing with defense from removal along with business and family-based immigration. Early in her career, Odom also served as Assistant District Counsel for the legacy Immigration and Naturalization Service and as a judicial law clerk at the Executive Office for Immigration Review.

Odom also serves as the appointed Chair of the DHS Blue Campaign, the Department's unified effort to combat human trafficking. In collaboration with law enforcement, government and non-governmental partners, the Blue Campaign works to educate the public about how traffickers operate, where help is available to victims and the importance of a victim-centered approach to combatting human trafficking.

Odom is a graduate of Florida State University College of Criminology and the Mercer University Walter F. George School of Law. In 2010, Odom was honored with the degree of Doctor of Humane Letters by the College of New Rochelle in New York.

## **Homeland Security Academic Advisory Council**

April 20, 2016 Public Meeting  
Meeting Minutes

The Homeland Security Academic Advisory Council (HSAAC) convened from 10:06 a.m. to 2:57 p.m. in the Tomich Conference Center, U.S. Citizenship and Immigration Services, 111 Massachusetts Avenue, N.W., Washington, D.C. The meeting was open to members of the public under the provisions of the Federal Advisory Committee Act (FACA), P.L. 92-463 and 5 U.S.C. § 552b.

The following individuals were in attendance:

### **HSAAC Members**

Dr. David M. Dooley, <i>Chair</i>	Ms. Marlene M. Johnson
Dr. Roslyn Clark Artis	Dr. Eric W. Kaler
Dr. Lezli Baskerville	Dr. Dawn Lindsay
Ms. Carrie L. Billy	Hon. Ruby G. Moy
Ms. Molly Corbett Broad	Mr. David Adams (Ex-Officio)
Dr. Royce C. Engstrom	Mr. David Esquith (Ex-Officio)
Dr. Jim Johnsen	Mr. Edward Ramotowski (Ex-Officio)

### **Department Leadership and Other Attendees**

Mr. Jeh C. Johnson, Secretary of Homeland Security, U.S. Department of Homeland Security (DHS)

Mr. Philip McNamara, Assistant Secretary for Intergovernmental Affairs, DHS

Ms. Alaina R. Clark, Deputy Assistant Secretary for Intergovernmental Affairs, DHS

Dr. Susan Coller-Monarez, Deputy Assistant Secretary for Strategy and Analysis, Office of Policy, DHS

Mr. Trent Frazier, Executive Director for Academic Engagement, DHS

Mr. David D. Gersten, Deputy Director, Office for Community Partnerships, DHS

CDR Greg Hall (for Member James Rendon)

Dr. Brodi J. Kotila, Principal Deputy Assistant Secretary for Policy, Office of Policy, DHS

Mr. Luis Maldonado (for Member Antonio Flores)

Mr. Hamed Negron-Perez Education Program Specialist, Office of Safe and Healthy Students, U.S. Department of Education (for Member David Esquith)

Mr. Nimesh M. Patel, Executive Director for Diversity & Inclusion, DHS

Mr. Daniel Stein, Program Director, National Cybersecurity Training and Education Program, DHS

### **Call to Order**

Alaina Clark, Deputy Assistant Secretary for Intergovernmental Affairs and the Council's Acting Designated Federal Officer (DFO), called the meeting to order at 10:06 a.m.

### **Opening Remarks and Introductions**

Chair Dooley welcomed everyone to the meeting and the members introduced themselves. Deputy Assistant Secretary Clark noted that a quorum was present.

### **Assistant Secretary for Intergovernmental Affairs Remarks and Discussion**

Since its inception, the Council has delivered 123 recommendations, 78 percent of which have been fully or partially implemented.

Assistant Secretary McNamara recognized Trent Frazier as DHS's new Executive Director for Academic Engagement. The Assistant Secretary praised Alaina Clark, Tim Hanes, and Lindsay Burton for their work during the interim. Mr. Frazier came to DHS in 2003 as a Presidential Management Fellow, and has served in a variety of capacities, most recently as the director of Customs and Border Protection's Workplace Solutions Program Office.

This was Member Engstrom's last meeting on the Council. He had been a member since the Council was established in 2012, and had served on the Subcommittees for Campus Resilience and International Students. Assistant Secretary McNamara presented him with a plaque.

The Council has several vacancies and DHS senior leadership will be actively working to appoint new members to the Council. Assistant Secretary McNamara urged members to provide input on colleagues who would be interested in serving, and submit their names to Mr. Frazier.

Assistant Secretary McNamara recognized newly appointed subcommittee chairs. Member Kaler will chair the Subcommittee on Academic Research and Faculty Exchange; Member Artis will chair the Subcommittee on Homeland Security Academic Programs; Member Rendon will chair the Subcommittee on Cybersecurity; and Member Billy will chair the Subcommittee on Campus Resilience.

Assistant Secretary McNamara discussed DHS's progress toward implementing the Council's recommendations. One of the Council's recommendations called for DHS to receive public input concerning planned changes. Another recommended that DHS expedite the development, review, and publication of several regulatory changes, including the extension of the Optional Practical Training Program (OPT). In March, the Department announced it would lengthen OPT for international students in science, technology, engineering, and mathematics (STEM) from 17 months to 24. DHS received over 50,000 public comments prior to this rulemaking, a Departmental record.

Later in April the Department will release its quarterly Mapping SEVIS (Student and Exchange Visitor Information System) by the Numbers Report. The report highlights nonimmigrant student and exchange visitor trends.

DHS has conducted a series of campus-based tabletop exercises per a Council recommendation. The most recent exercise was held in October, at Indiana University, on cybersecurity. More than

280 attendees representing 80 colleges and universities across 32 states and the District of Columbia participated. The planning process for the next tabletop exercise is underway.

In November the Office of Academic Engagement published the DHS Academic Resource Catalog, which includes more than 90 DHS programs. DHS has memoranda of understanding (MOUs) with five higher education associations represented on the Council, resulting in several successful engagements.

Since the last Council meeting, there have been high profile terror attacks in Paris, Brussels, and San Bernardino. After each tragedy, the Secretary has met with senior leaders to discuss what more the Department could be doing. DHS has recently expanded its “If You See Something, Say Something<sup>TM</sup>” campaign by partnering with sports leagues and mall chains.

Assistant Secretary McNamara showed the Council Public Service Announcements for “The Challenge,” a new DHS ad campaign that encourages students to be more aware of suspicious activity. The Department will seek colleges and universities to partner with on this campaign in fall 2016.

### **Subcommittees on Academic Research and Faculty Exchange and Homeland Security Academic Programs Report and Discussion**

Member Kaler provided the report. At the joint meeting with the Subcommittees, representatives from the DHS Office of Policy provided a brief on the 2018 Quadrennial Homeland Security Review (QHSR). DHS is in the process of developing an overall engagement plan, including one with the academic community. The Department is planning a more targeted outreach to the academic community with this iteration of the QHSR. The Subcommittees will discuss how they will work together to provide input on the 2018 QHSR planning and development process. Member Kaler also highlighted the DHS Academic Resource Catalog.

Chair Dooley asked if the catalog included descriptions of grants and other funding opportunities. Member Kaler replied that it did. Member Engstrom asked about plans to disseminate the DHS Academic Resource Catalog to colleges and universities. Deputy Assistant Secretary Clark said that DHS shared it with its entire distribution list, which includes over 2,000 entities, and that it was available online at [DHS.gov](http://DHS.gov).

### **Subcommittee on International Students Report and Discussion**

Member Johnson provided the report. The Subcommittee is reviewing implementation of recommendations with the Department. It is pleased with the recent changes to OPT. Efforts continue to modernize SEVIS, which has been in place for a number of years. Many colleges and universities are familiar with the system and are full of ideas for improvement. The Subcommittee had a discussion on international students who change their academic plans during their college career. One issue the Subcommittee wishes to discuss further is emerging trends in higher education and the impact of those trends on international students.

Chair Dooley asked about users' response to the newest SEVIS update. Member Johnson said the volume of complaints had decreased considerably since it was implemented. Member Engstrom asked for comment on resources for people interested in contracting with an international student recruiter. Member Johnson replied that the resources were designed to help people think through the process.

### **Subcommittee on Student and Recent Graduate Recruitment Report and Discussion**

Member Baskerville provided the report. Recently the Subcommittee held a discussion on recruiting students and recent graduates to Immigration and Customs Enforcement. At a March meeting DHS representatives detailed a series of upcoming Department activities to support outreach and opportunities for students, recent graduates, faculty, and institutions. On March 3 the DHS Science and Technology Directorate's Office of University Programs hosted the Minority Serving Institutions (MSIs) Leveraging Expertise in Academia for Placement in the DHS Workshop. This year DHS has launched the fourth phase of the Secretary's Honors Program Cyber Student Volunteer Initiative. The Subcommittee plans to discuss attracting and hiring students and recent graduates to law enforcement careers at DHS. It will continue to provide input on the implementation of MOUs and expansion of the MSI outreach campaign.

Member Johnson asked if the Department had a tracking method to monitor the progress on increased hiring. Deputy Assistant Secretary Clark said she expected to have data that could be compared year to year. Member Johnson asked that the data be shared with the Council at its next meeting.

Chair Dooley proposed a collaborative effort between DHS and academic institutions on why diversity in the workforce matters. Member Baskerville said she was planning to propose that topic for the next tabletop exercise. Member Johnson said it might be useful to discuss the subject at a future Council meeting. Member Johnson suggested that a discussion on diversity in the workforce include contractors. Mr. Frazier said staff would need to explore the issue further, but that it sounded like a good idea.

### **Subcommittees on Campus Resilience and Cybersecurity Report and Discussion**

Member Billy provided the report. At the Subcommittees' joint meeting they received an update on the DHS National Seminar and Tabletop Exercise for Institutions of Higher Education on October 26-27, at Indiana University. Its key findings stressed the importance of leadership, the need for capacity building, and the vulnerability of donor and alumni records. The Subcommittees commended DHS for its efforts to expand the "If You See Something, Say Something<sup>TM</sup>" campaign. The Subcommittee on Campus Resilience will continue to provide input on opportunities for collaborating with this campaign, as well as engage colleges and universities' senior leadership on campus resiliency planning. The Subcommittee on Cybersecurity will discuss how to promote the findings and best practices learned at the tabletop exercise, and provide input into future events.

Chair Dooley reminded the Council that one recommendation from the last tabletop exercise called for institutions to prepare an incident response plan, particularly regarding cybersecurity, and asked for a status update. Member Billy said that tribal colleges were preparing their plan through the Campus Resilience Enhancement System. Assistant Secretary McNamara said he would ensure a follow up to Chair Dooley's question.

### **Department of Education Update**

Mr. Negron-Perez provided the update. The Department of Education provides a wide range of free resources through its Technical Assistance Centers. The Office of Postsecondary Education offers a clearinghouse of free resources on topics related to health and safety for students who are studying abroad.

### **Department of Justice Update**

Member Adams provided the update. The Bureau of Justice Assistance oversees the National Center for Campus Public Safety. The Center's achievements include a curriculum on investigation and adjudication training for campus sexual assault and an online training academy. Its website is intended to create one place for colleges and universities to address their safety needs. The Center plans to create roundtables and focus groups on topics of interest to the campus safety community, like the Clery Act, marijuana legalization, study abroad safety, urban policing, and campus carry.

Member Billy asked if there was a listserv, and how academic institutions could sign up for webinars. Member Adams assured her that there was a listserv, and that it was possible to sign up for webinars on the website. Chair Dooley said some Council members would be interested in attending the campus carry roundtable. Mr. Allison said a date had not been set, but it would most likely take place in Texas late in the summer.

### **Department of State Update**

Member Ramotowski provided the update. In fiscal year (FY) 2015 the State Department issued close to one million student and exchange visitor visas worldwide. The issuance rate was 82 percent for student visas and 95 percent for exchange visitor visas. The top five countries to which the State Department issued visas were China, India, Saudi Arabia, South Korea, and Vietnam. The State Department continues to offer priority visa appointments for students and exchange visitors. A few countries do not allow the State Department to assign sufficient staff to meet demand, so it helps to apply early.

### **Discussion on the 2018 Quadrennial Homeland Security Review**

Dr. Kotila and Dr. Collier-Monarez led the discussion. The Homeland Security Act requires DHS to conduct the QHSR, a comprehensive examination of the nation's homeland security strategy.



DHS will deliver the 2018 QHSR report to Congress with the FY2019 President's Budget Request. The 2018 QHSR is intended to assess and adjust roles and responsibilities of Homeland Security Enterprise Partners, as necessary; further mature and strengthen the DHS Unity of Effort campaign; rely on robust technical and risk-informed analysis; and directly link to foundational DHS business and operational management processes.

Chair Dooley proposed that the Council create a Subcommittee to interact directly with all elements of DHS involved in the QHSR. Member Kaler suggested the National Research Council and National Academies as a source of expert advice. Dr. Coller-Monarez said she would like to have a well formulated question before soliciting those entities. Member Broad asked about DHS's working relationship with the Federal Bureau of Investigation (FBI) and Central Intelligence Agency. Dr. Kotila assured her that DHS worked closely with its interagency partners.

### **Public Comment Period**

One individual signed up to make an oral public comment: Mr. Daniel Stein, Program Director of the National Cybersecurity Training and Education Program. Mr. Stein said his team was closely involved with fulfilling the Final Cybersecurity Task and Recommendation 6 regarding the pipeline of STEM graduates entering the workforce. DHS's partnership with the National Centers of Academic Excellence (CAEs) is crucial to fulfilling them, but there are several states without CAEs. Mr. Stein said he was eager to get the Council's perspective on the expansion of the CAE program, and to hear what was being done to ensure the Coast Guard Academy meet CAE standards. Mr. Stein additionally asked whether the Council would consider expanding its Subcommittee on Cybersecurity to include critical infrastructure protection.

### **Discussion on Countering Violent Extremism**

Mr. Gersten led the discussion. DHS seeks to improve its efforts to reach out to communities that are often targeted by violent extremists. It has held a series of roundtables in cities across the country, while working with law enforcement to improve their knowledge of behaviors and trends related to violent extremism. DHS has developed a series of tools, community awareness briefings, and resilience exercises which have led to improved interaction between law enforcement and community partners.

Secretary Johnson has toured the country holding his own roundtable discussions, and has commissioned the Office for Community Partnerships, an entity focused entirely on countering violent extremism. The Office has developed a model of services to stakeholders through partnerships with the tech, marketing, and philanthropic sectors to encourage more funding of community-based activities.

The Department of Defense and the National Counterterrorism Center have contracted with EdVenture Partners, which has commissioned a peer-to-peer contest on challenging extremism. DHS seeks to become the primary sponsor for the domestic Peer-to-Peer Challenge, so it plans to

have extensive interaction with universities.

Member Engstrom asked about the signs of recruitment for violent extremist groups on campuses. Mr. Gersten said DHS was wary of suggesting that there was a specific pathway to violent extremism, and urged universities to have programs in place encouraging alternatives. Member Esquith added that it was important to get this issue on the radar of universities' threat assessment teams.

Member Johnson pointed out that the majority of threats on campuses have come from domestic rather than international sources. Mr. Gersten assured her that DHS was focused on all forms of ideologically motivated violence.

Member Billy suggested that countering violent extremism might fall under the purview of one of the Council's existing Subcommittees. Chair Dooley said the Council could add a specific tasking to that Subcommittee. Mr. Frazier reminded members that the Council was expanding, and proposed that one or more new members have expertise in this area. Member Kaler commented that a lot of the Subcommittees had fulfilled many of their taskings and could take on some new ones. The Council agreed to examine the existing Subcommittee structure and revise taskings as needed.

### **Miscellaneous Discussion**

Deputy Assistant Secretary Clark asked the Council for ideas on topics for the next tabletop exercise. Earlier in the meeting Member Baskerville had proposed workplace diversity. Member Kaler suggested an active shooter tabletop, which Deputy Assistant Secretary Clark said was one of the ideas the Office of Academic Engagement was considering. Member Engstrom mentioned student protest as a possible topic.

Member Moy asked if the Council would need to vote on changes to existing Subcommittees. Chair Dooley said it would once the Subcommittees brought forth specific recommendations. Mr. Frazier added that staff would present the Council with all available options. Chair Dooley proposed revisiting this issue at the Council's next meeting, which is scheduled for October 19<sup>th</sup>.

Member Esquith asked whether the Council had addressed or planned to address campus carry. Chair Dooley said he did not recall a formal session, but acknowledged that it was of concern to the academic community. Mr. Frazier added that the Office of Academic Engagement was collaborating with the Department of Justice on a roundtable. Member Broad pointed out that the political climate in many states limited universities' ability to do anything about campus carry.

### **Secretary of Homeland Security Remarks and Discussion**

Chair Dooley introduced Secretary of Homeland Security Jeh Johnson. Secretary Johnson noted that he had exactly 275 days remaining in office. His goal was to leave DHS in a better position than it was when he took office on December 23, 2013. His Unity of Effort initiative was

intended to remove stovepipes and make DHS a more effective and efficient agency.

DHS has created joint task forces for border security, launched an Acquisition Innovations in Motions Initiative for interacting with private contractors, and is seeking to reorganize the National Protection and Programs Directorate into its own agency.

The Department's annual survey is scheduled to come out in May. The Secretary and Deputy Secretary have been touring the country engaging the DHS workforce. The Secretary hopes to have a unified DHS mission statement released next month. He has circulated a video message to DHS components, which has garnered over 3,000 responses. Secretary Johnson has worked alongside Border Patrol agents in Arizona, Customs officials at the Port of Baltimore, the cybersecurity workforce at the National Cybersecurity & Communications Integration Center (NCCIC), and Transportation Security Officers at Baltimore Washington International Airport.

DHS has funding from Congress to complete the main building of its new headquarters at the St. Elizabeths campus in Southeast Washington, D.C. The projected completion date is in 2018.

Secretary Johnson said a new phase in the global terrorist threat has begun. Terror-inspired individuals acting alone can strike with little or no notice to the intelligence and law enforcement communities. Examples of terror-inspired acts include the Boston Marathon bombing and the incidents in Chattanooga and San Bernardino.

The U.S. continues to take the fight to the Islamic State and al-Qaeda in Iraq and Syria. The FBI is aggressively investigating terrorist plots on the homeland. DHS has enhanced the presence of the Federal Protective Service in Federal buildings. The National Terrorism Advisory System was revised in December.

DHS is encouraging countries in the Visa Waiver Program to enhance their border security programs. The European Union recently passed legislation to get member countries to do more with passenger name recognition data. DHS has become more sophisticated in its ability to track the travel of suspicious individuals.

The Secretary believes that building bridges to communities being targeted by terrorist groups is crucial to the nation's homeland security interests. As a rule, he does not comment on the statements of political candidates, but recently he has felt the need to break that rule over statements he saw as vilifying the American Muslim community.

Pete Neffenger, Administrator of the Transportation Security Administration, has vigorously implemented the Secretary's 10-point plan for improving aviation security. This, in conjunction with increased air travel, has led to longer wait times at airports. DHS is developing a plan with the Office of Management and Budget to address this issue. The Department is building a preclearance capability that is currently in place at 15 overseas airports.

The case of *Texas v. United States*, regarding the Deferred Action for Parents of Americans and

Lawful Permanent Residents, was recently argued before the U.S. Supreme Court. A decision will be issued at a later date.

DHS is implementing the Cybersecurity Act of 2015. NCCIC now has automated real-time information sharing of cyber threat indicators with the private sector and government agencies. The Department has launched the EINSTEIN 3A system to monitor and block unwanted intrusions in the Federal .gov civilian system. The intent is to have all Departments and agencies online with this system by the end of the year.

Secretary Johnson asked Council members to encourage students with a background in computer science to spend a few years working for the government in cybersecurity. He called for continued and expanded conversation on college campuses about countering violent extremism, and stressed the importance of public vigilance and participation to DHS's efforts.

Member Engstrom asked if this was a particularly vulnerable time given the transition to a new administration. Secretary Johnson said it was not because the people on the front lines of homeland security were career public servants. Member Kaler asked if DHS anticipated increased unrest around upcoming political party conventions. The Secretary said he had taken an intense interest around the security preparations for both national political conventions. Member Johnson commended DHS for being open and responsive to the HSAAC's recommendations. Member Johnson asked if there were scholarship programs to incentivize students to move into the field of cybersecurity. Secretary Johnson informed him of a fact sheet outlining DHS's efforts in this area, and added that he would like to see the Department amplify those efforts. Chair Dooley said he perceived an enormous interest among current college students to serve this country, and commended the Secretary for engaging with students.

### **Council Votes on Potential Recommendations**

There were no draft recommendations for the Council to vote on.

### **Adjourn**

Deputy Assistant Secretary Clark adjourned the meeting at 2:57 p.m.

I hereby certify that, to the best of my knowledge, the foregoing minutes are accurate and complete.

June 21, 2016



David M. Dooley, Ph.D.

Chairman

Homeland Security Academic Advisory Council