

# Homeland Security Academic Advisory Council

## Member Briefing Materials

July 10, 2012



Homeland  
Security

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

Tuesday, July 10, 2012  
Ronald Reagan Building, Room B 1.5-10 (Floor B1)  
1300 Pennsylvania Avenue, N.W.

10:00 a.m.	Call to Order
10:05 a.m.	Welcome and Opening Remarks
10:10 a.m.	Introductions and Overview of the Day
10:25 a.m.	Subcommittee Reports and Discussion
11:45 a.m.	Public Comment Period*
12:00 p.m.	Council Votes on Potential Recommendations
12:15 p.m.	Lunch
1:00 p.m.	DHS Response to Subcommittee Reports
2:00 p.m.	Break
2:15 p.m.	Academic Research and Faculty Exchange Subcommittee Report and Discussion
3:30 p.m.	Public Comment Period*
3:45 p.m.	Council Votes on Potential Recommendations
4:00 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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## **Subcommittees of the Homeland Security Academic Advisory Council**

### **1. Subcommittee on Student and Recent Graduate Recruitment**

1. How to attract student interns, student veterans, and recent graduates to jobs at DHS;
2. How to use social media and other means of communication to most effectively reach this audience; and
3. How to ensure that students and recent graduates of Historically Black Colleges and Universities, Hispanic Serving Institutions, Tribal Colleges and Universities, and other Minority Serving Institutions know of and take advantage of DHS internship and job opportunities.

### **2. Subcommittee on Homeland Security Academic Programs**

1. How to define the core elements of a homeland security degree at the associate's, bachelor's and master's levels;
2. How to apply the TSA Associates Program model to other segments of the DHS workforce who wish to pursue a community college pathway;
3. How to form relationships with 4-year schools so that DHS employees' credits transfer towards a higher level degree;
4. How to enhance existing relationships between FEMA's Emergency Management Institute and the higher education community to support Presidential Policy Directive 8 (PPD-8), expand national capability, and support a whole community approach; and
5. How to expand DHS cooperation with the Department of Defense academies and schools to provide DHS' current employees with educational opportunities.

### **3. Subcommittee on Academic Research and Faculty Exchange**

1. How academic research can address DHS' biggest challenges;
2. How DHS operational Components can form lasting relationships with universities to incorporate scientific findings and R&D into DHS' operations and thought processes;
3. How universities can effectively communicate to DHS emerging scientific findings and technologies that will make DHS operations more effective and efficient; and
4. How we can jointly create a robust staff/faculty exchange program between academe and DHS.

### **4. Subcommittee on International Students**

1. How DHS can improve its international student processes and outreach efforts;
2. How we can better communicate our regulatory interpretations, policies and procedures to the academic community; and
3. How we can accommodate and support emerging trends in international education.

### **5. Subcommittee on Campus Resilience**

1. How colleges and universities use specific capabilities, tools, and processes to enhance campus and community resilience as well as the cyber and physical infrastructure;
2. How DHS' grant programs may be adjusted to support resilience-related planning and improvements;
3. How campuses can better integrate with community planning and response entities;
4. How to implement the whole community approach and preparedness culture within student and neighboring communities;
5. How to strengthen ties between DHS' Federal Law Enforcement Training Center and campus law enforcement professionals; and
6. How DHS can better coordinate with individual campus IT departments on the risks towards and attacks on computer systems and networks.



## **Progress Report from the Homeland Security Academic Advisory Council's Subcommittee on Student and Recent Graduate Recruitment**

The Subcommittee on Student and Recent Graduate Recruitment is charged with providing advice and recommendations to the Secretary and senior leadership on the following:

- 1. *How to attract student interns, student veterans, and recent graduates to jobs at DHS;***
- 2. *How to use social media and other means of communication to most effectively reach this audience; and***
- 3. *How to ensure that students and recent graduates of Historically Black Colleges and Universities, Hispanic Serving Institutions, Tribal Colleges and Universities, and other Minority Serving Institutions know of and take advantage of DHS internship and job opportunities.***

Chaired by Saint Augustine's College President Dr. Dianne Boardley Suber, the subcommittee met on May 23, discussing tasking 1, 2 and 3 (in bold font, above).

### **Overall Findings**

- In general and as compared to the overall Federal workforce, the DHS workforce is quite diverse.
- Primarily due to language needs at the Southwest border and airports, DHS has a significantly higher percentage of Hispanic/Latino employees compared to the overall Federal workforce.
- Women represent 33% of the DHS workforce compared to 44% of the Federal workforce. This is primarily due to the large number of law enforcement related positions at DHS (approximately 140,000 of the 200,000 civilian positions are law enforcement related).
- Hispanic/Latino men are more than three times their Relevant Civilian Labor Force (RCLF) representation, African-American men and women are employed at roughly 150% of their RCLF; Asian men are employed at about 200% of their RCLF; the underrepresented groups are White women (an issue across the government) and American Indians.<sup>1</sup>
- Although various DHS Components use social media tools to communicate to their stakeholders, DHS does not currently use social media tools specifically to recruit students and recent graduates for DHS internship and job opportunities.
- Some DHS Components have formal relationships with individual academic institutions and membership organizations.
- DHS is in the process of implementing the Office of Personnel Management's Pathways Programs regulations. These regulations aim to improve Federal recruiting efforts, offer clear paths to Federal internships for students from high school through post-graduate school and to careers for recent graduates, and to provide meaningful training and career development opportunities for individuals who are at the beginning of their Federal service.

### **Future Subcommittee Activities**

In the months ahead, the subcommittee will host career services experts and explore other Federal agencies' best practices with regard to student and recent graduate recruitment.

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<sup>1</sup> The Relevant Civilian Labor Force is used to compare the participation rate of women and people of color in the Department with the corresponding occupations in the civilian labor force.

## **Progress Report from the Homeland Security Academic Advisory Council's Subcommittee on Homeland Security Academic Programs**

The Subcommittee on Homeland Security Academic Programs is charged with providing advice and recommendations to the Secretary and senior leadership on the following:

- 1. How to define core elements of a homeland security degree at the associate's, bachelor's and master's levels;*
- 2. How to apply the TSA Associates Program model to other segments of the DHS workforce who wish to pursue a community college pathway;*
- 3. How to form relationships with 4-year schools so that our employees' credits transfer towards a higher level degree;*
- 4. How to enhance existing relationships between FEMA's Emergency Management Institute and the higher education community to support Presidential Policy Directive 8 (PPD-8), expand national capability, and support a whole community approach; and*
- 5. How to expand DHS cooperation with the Department of Defense academies and schools to provide DHS' current employees with educational opportunities.*

Co-Chaired by LaGuardia Community College President Dr. Gail Mellow and U.S. Coast Guard Academy Superintendent Rear Admiral Sandra Stosz, the subcommittee met on May 31 and June 27, discussing tasking 1 (in bold font, above) as well as potential recommendations.

### **Overall Findings**

- Over the past ten years, homeland security education has significantly grown, with over 350 new degree programs created. In the past two years, the most growth has been at the associate's degree level, possibly due to DHS' Transportation Security Administration (TSA) Associates Program.
- The DHS-funded Center for Homeland Defense and Security (CHDS) at the Naval Postgraduate School (NPS) has been a primary provider of homeland security graduate and executive-level education since 2002.
- The CHDS University and Agency Partnership Initiative at NPS supports the nationwide development of homeland security education through training, content sharing, and an online community of practice.
- In 2007, CHDS facilitated the development of a suggested master's degree program/curriculum outline. This program outline has not been updated in seven years.

### **Draft Recommendations**

The Subcommittee on Homeland Security Academic Programs makes the following draft recommendations:

1. DHS and CHDS should establish a definition of Homeland Security Academic Programs that could serve as a guide for overall program development, with an ancillary set of affiliated degree programs that support homeland security efforts.



2. In consultation with the DHS Office of Academic Engagement, CHDS should convene a workshop comprised of homeland security academics and practitioners to review and update the suggested master's degree program/curriculum outline.
3. In consultation with the DHS Office of Academic Engagement and TSA, CHDS should convene a national group to develop an outline for suggested bachelor's and associate's degree programs, as well as certificate programs and stackable credentials. These academic programs should provide a clear pathway for progressive movement from certificate and associate programs through the bachelor's degree level, while ensuring high quality standards and the use of best practices.
4. DHS should make available their list of key skill sets and map these to job opportunities and increasing levels of responsibility within DHS, and other potential employers.
5. DHS should increase its promotion of CHDS and establish joint initiatives with CHDS that advance educational opportunities for DHS employees, while maturing the homeland security discipline.



## **Progress Report from the Homeland Security Academic Advisory Council's Subcommittee on International Students**

The Subcommittee on International Students is charged with providing advice and recommendations to the Secretary and senior leadership on the following:

- 1. How DHS can improve its international student processes and outreach efforts;*
- 2. How we can better communicate our regulatory interpretations, policies and procedures to the academic community; and*
- 3. How we can accommodate and support emerging trends in international education.*

Co-Chaired by Association of American Universities (AAU) President Dr. Hunter R. Rawlings III and New York University President Dr. John Sexton, the subcommittee met on May 14 and June 26, primarily discussing taskings 1 and 2 (in bold font, above), as well as potential recommendations.

### **Overall Findings**

- Three DHS entities most directly affect international students and the academic institutions who host them: U.S. Citizenship and Immigration Services (USCIS), U.S. Customs and Border Protection (CBP), and the Student and Exchange Visitor Program (SEVP) of U.S. Immigration and Customs Enforcement (ICE). They are currently experiencing different challenges and successes.
- DHS' school-related adjudications do not appear to be based on risk-based criteria that are consistently understood by adjudicators and known to the public.
- In key areas DHS school-related regulatory interpretations, policies, and procedures lack clarity and create confusion and uncertainty for academic officials, students, and prospective students.

### **Draft Recommendations**

The Subcommittee on International Students makes the following draft recommendations:

1. DHS should implement throughout the agency the robust model of stakeholder engagement that USCIS has implemented so that all DHS entities can benefit from stakeholder input and more thoroughly engage stakeholders in developing and disseminating agency interpretations, policies, procedures, and anticipated changes.
2. DHS (SEVP in particular) should establish clear and reasonable adjudication criteria or clarify those already established, publish all but those that are clearly law enforcement sensitive, and publish estimated processing times so that educational institutions may plan accordingly.
3. DHS should streamline school recertification, utilizing carefully-devised risk factors.
4. DHS can enhance its effectiveness by receiving public input concerning planned changes. It should more carefully evaluate whether the rulemaking (notice and comment) process is required or would be beneficial before implementing a change. DHS should also improve its interpretations, policies, and procedures by publishing them in draft form prior to implementation and accepting public input. We

note that USCIS has been quite successful in this area and would encourage CBP and SEVP to follow USCIS' example.

5. DHS should continue reviewing all regulations, interpretations, policies, and procedures and reconsider those that might impede rather than facilitate the nation's ability to compete for the best and brightest international students, attract them to our programs, and enroll them in U.S. colleges and universities.
6. DHS should expedite the development, review and publication of the following regulatory changes:
  - a. Allowing spouses to engage in a wide range of part-time educational activities and employment that will allow them to maintain or develop educational and professional qualifications.
  - b. Increasing the number of Designated School Officials (DSOs) allowed per school or otherwise removing the current limit of 10 DSOs per school.
  - c. Revising the "full course of study" regulations to recognize international students with disabilities and chronic medical conditions.
  - d. Allowing for a wider range of experiential learning, such as off-campus employment separate from curricular and optional practical training.
  - e. Implementing regulations for the Border Commuter Student Act of 2002 to create the F-3 and M-3 categories.
  - f. Expanding the eligibility for a STEM extension of OPT to allow a prior course of study to establish eligibility (for example, an MBA who previously earned a bachelor's in Computer Science should be eligible).
  - g. Allowing certain limited educational activities in B-1/B-2 and other nonimmigrant statuses.
  - h. Developing leave of absence provisions that do not penalize students who must leave the United States and interrupt their studies (for example, due to a family crisis like death of a parent) and want to return to continue their studies.

### **Future Subcommittee Activities**

In the months ahead, the Subcommittee on International Students will identify, discuss, and host experts on emerging trends in international education. Recommendations on emerging trends in international education will be addressed at future HSAAC meetings.

## **Progress Report from the Homeland Security Academic Advisory Council's Subcommittee on Campus Resilience**

The Subcommittee on Campus Resilience is charged with providing advice and recommendations to the Secretary and senior leadership on the following:

- 1. How colleges and universities use specific capabilities, tools, and processes to enhance campus and community resilience as well as the cyber and physical infrastructure;*
- 2. How DHS' grant programs may be adjusted to support resilience-related planning and improvements;*
- 3. How campuses can better integrate with community planning and response entities;*
- 4. How to implement the whole community approach and preparedness culture within student and neighboring communities;*
- 5. How to strengthen ties between DHS' Federal Law Enforcement Training Center (FLETC) and campus law enforcement professionals; and*
- 6. How DHS can better coordinate with individual campus IT departments on the risks towards and attacks on computer systems and networks.*

Chaired by Texas A&M University President Dr. R. Bowen Loftin, the subcommittee met on April 30, May 17 and June 18, primarily discussing taskings 1, 2, 4 and 5 (in bold font, above), as well as potential recommendations.

### **Overall Findings**

- College and university campus communities regularly face crisis and disaster situations, both natural and man-made. Campus resilience involves colleges' and universities' ability to plan for, respond to and recover from crisis and disaster situations.
- Campus resilience programs are largely dependent on local and state support and resources, and there is no uniform resilience plan in place that is applicable to all institutions of higher education.
- Campus resilience resources and tools already exist at the federal, state, tribal and local levels, with leadership and involvement from institutions of higher education, private sector groups, faith-based and voluntary organizations.
- Institutions of higher education are not specifically listed as eligible applicants in existing DHS resilience-related grant guidance through the Federal Emergency Management Agency (FEMA).
- While the FLETC offers training courses to campus law enforcement professionals, there are limitations on those offerings based on the sworn or unsworn status of campus officers.
- Although a substantial amount of data on DHS funding exists, there is limited understanding of the aggregate funding made available to higher education for campus resilience programs.



## **Draft Recommendations**

The Subcommittee on Campus Resilience makes the following draft recommendations:

1. DHS should insert guidance specific to institutions of higher education into grants program guides and outreach materials where appropriate, to clarify their ability to participate in these programs, and identify additional opportunities and uses for funding.
2. DHS should consider expanding one of its existing resilience-related resources, the “If You See Something, Say Something™” campaign, to specifically include the higher education community.
3. DHS should, in cooperation with its partner agencies, develop a reporting mechanism that provides senior leadership with the aggregate funding made available to higher education (directly and indirectly) for campus resilience programs.
4. DHS should increase the marketing efforts and visibility of the FLETC at institutions of higher education, through methods such as direct outreach, attendance at conferences, and information on DHS.gov.
5. DHS should organize and deploy national table top exercises and simulations specific to institutions of higher education and campus communities. These exercises will ensure better preparedness for natural and man-made incidents and enhance campus resilience.
6. DHS should establish a campus resilience program with corresponding funding, technical assistance, and training to work with campus officials in assessing their preparedness, developing and implementing related plans, and monitoring campus readiness over time. An online clearinghouse and inventory of available resources should be included as part of this program.

## **Statement of Next Steps**

Following the meeting of the full HSAAC on July 10, the Subcommittee on Campus Resilience will hold additional meetings to primarily address tasking 6 (how DHS can better coordinate with individual campus IT departments on the risks towards and attacks on computer systems and networks).



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## **Homeland Security Academic Advisory Council (HSAAC) Subcommittee on Campus Resilience**

### **“If You See Something, Say Something™” Campaign Background**

“If You See Something, Say Something™” is a simple and effective program to raise public awareness of indicators of terrorism and terrorism-related crime, and to emphasize the importance of reporting suspicious activity to local law enforcement authorities. The campaign was originally used by New York’s Metropolitan Transportation Authority (MTA), which has licensed the use of the slogan to the Department of Homeland Security (DHS) for anti-terrorism and anti-terrorism related crime efforts.

The “If You See Something, Say Something™” campaign is being launched in conjunction with the rollout of the Nationwide Suspicious Activity Reporting Initiative (NSI). The NSI is an administration-wide effort to develop, evaluate, and implement common processes and policies for gathering, documenting, processing, analyzing, and sharing information about terrorism-related suspicious activities. Led by the Department of Justice, the NSI is implemented in partnership with state and local officials across the nation.

A critical element of the DHS mission is ensuring that the civil rights and civil liberties of persons are not diminished by our security efforts, activities, and programs. Consequently, the “If You See Something, Say Something™” campaign respects civil rights or civil liberties by emphasizing behavior, rather than appearance, in identifying suspicious activity.

Factors such as race, ethnicity, national origin, or religious affiliation alone are not suspicious. For that reason, the public should report only suspicious behavior and situations (e.g., an unattended backpack in a public place or someone trying to break into a restricted area) rather than beliefs, thoughts, ideas, expressions, associations, or speech unrelated to terrorism or other criminal activity. Only reports that document behavior reasonably indicative of criminal activity related to terrorism will be shared with federal partners.

### **“If You See Something, Say Something™” Campaign Partnerships**

Currently, the Department has launched “If You See Something, Say Something™” across numerous states as well as the private sector. All materials for the initiative are created by the Department and are tailored for each partnership. The following are some of the partnerships that the Campaign has formed:

- AEG Facilities
- The American Hotel and Lodging Association
- Amtrak
- The General Aviation Community
- The Baltimore Orioles
- Brickyard 500
- The Chicago White Sox
- City of Baltimore
- City of Houston
- City of Indianapolis
- Federal buildings across the country protected by the [Federal Protective Service](#).
- Grand Prix and Maryland

- The Indianapolis 500
- Jewish Organizations
- KLM Cargo
- Mall of America
- Major League Baseball (MLB) playoffs and World Series
- Major League Soccer (MLS)
- Meadowlands Stadium
- The National Basketball Association (NBA)
  - Houston Rockets
- National Collegiate Athletic Association (NCAA)
- The NHL at the Winter Classic
- The National Football League (NFL)
  - Arizona Cardinals,
  - Baltimore Ravens,
  - Chicago Bears,
  - Cleveland Browns,
  - Houston Texans,
  - Indianapolis Colts,
  - Kansas City Chiefs, and
  - San Diego Chargers
- The New York Mets
- New Jersey Transit
- Ohio State University
- Pentagon Force Protection Agency (PFPA)
- State of Florida
- State of Indiana
- U.S. Golf at the U.S. Open
- The U.S. Tennis Association
- The University of Oklahoma
- Variety of states including six states participating in the Southern Shield that joined the NSI:
  - Alabama
  - Florida
  - Georgia
  - South Carolina
  - Tennessee
  - Virginia
- Walmart
- The Washington D.C. Metropolitan Police Department
- The Washington Metropolitan Area Transit Authority (WMATA)
- Washington State Ferries



Generic Example of “If You See Something, Say Something™” Poster



if you  
**SEE**  
something  
**SAY**  
something™

Report suspicious activity.  
Contact local  
law enforcement.

Did you **SEE** something suspicious commuting to work or grabbing some lunch?

Then **SAY** something to local law enforcement to make it right.



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## **Academic Research**

The Science and Technology Directorate (S&T) is the primary research and development (R&D) arm of the Department of Homeland Security (DHS). Its mission is to strengthen America's security and resiliency by providing knowledge products and innovative technology solutions for the Homeland Security Enterprise (HSE). The HSE includes Federal, State, local, tribal, territorial, nongovernmental, and private-sector entities, as well as individuals, families, and communities who share a common national interest in the safety and security of America and the American population.<sup>1</sup>

Five strategic goals support S&T's mission:

1. Rapidly develop and deliver knowledge, analyses and innovation solutions that advance the mission of DHS.
2. Leverage technical expertise to assist DHS Components' efforts to establish operational requirements, and select and acquire needed technologies.
3. Strengthen the HSE and First Responders' capabilities to protect the homeland and respond to disasters.
4. Conduct, catalyze and survey scientific discoveries and inventions relevant to existing and emerging homeland security challenges.
5. Foster a culture of innovation and learning, in S&T and across DHS, that addresses the challenges with scientific, analytic, and technical rigor.

S&T funds academic research through the congressionally mandated DHS Centers of Excellence (COE) program, established by the Homeland Security Act of 2002 (as amended) which states:

"The Secretary, acting through the Under Secretary for Science and Technology, shall designate a university-based center or several university-based centers for homeland security. The purpose of the center or these centers shall be to establish a coordinated, university-based system to enhance the nation's homeland security."

Oversight and management of the COEs is conducted by S&T's Office of University Programs.

## **DHS S&T Academic Research Programs**

S&T conducts extramural research utilizing the competitively chosen COEs and internal research through other DHS research and laboratory facilities.

The COEs conduct multidisciplinary homeland security research and training. Each COE is university-led or co-led in collaboration with over 200 partners from other academic institutions, agencies, national laboratories, think tanks and the private sector. The research portfolio is a mix of basic and applied research addressing both short and long-term needs.

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<sup>1</sup> Department of Homeland Security, *Quadrennial Homeland Security Review* (2010), p. iii.



The following is a list of the DHS COEs:

- The National Center for Risk and Economic Analysis of Terrorism Events (CREATE), led by the University of Southern California, develops advanced tools to evaluate the risks, costs, and consequences of terrorism. Learn more at <http://create.usc.edu/>.
- The Center of Excellence for Zoonotic and Animal Disease Defense (ZADD), co-led by Texas A&M University and Kansas State University, protects the nation's agriculture and public health sectors against high-consequence foreign, emerging, and zoonotic animal disease threats. Learn more at <http://fazd.tamu.edu/> and <http://www.ceezad.org/>.
- The National Center for Food Protection and Defense (NCFPD), led by the University of Minnesota, defends the safety and security of the food system by conducting research to protect vulnerabilities in the Nation's food supply chain. Learn more at <http://www.ncfpd.umn.edu/>.
- The National Consortium for the Study of Terrorism and Responses to Terrorism (START), led by the University of Maryland, provides policy makers and practitioners with empirically grounded findings on the human elements of the terrorist threat and informs decisions on how to disrupt terrorists and terrorist groups. Learn more at <http://www.start.umd.edu/start/>.
- The Center of Excellence for Awareness & Location of Explosives-Related Threats (ALERT), co-led by Northeastern University and the University of Rhode Island, develops new means and methods to protect the Nation from explosives-related threats. Learn more at <http://www.northeastern.edu/alert/>.
- The National Center for Border Security and Immigration (NCBSI), co-led by the University of Arizona in Tucson and the University of Texas at El Paso, develops novel technologies, tools, and advanced methods to balance immigration and commerce with effective border security. Learn more at <http://uids.utep.edu/ncbsi/index.html> and <http://www.borders.arizona.edu/>.
- The Center for Maritime, Island and Remote and Extreme Environment Security (MIREES), co-led by the University of Hawaii and the Stevens Institute of Technology, focuses on developing robust research and education programs addressing maritime domain awareness to safeguard populations and properties in geographical areas that present significant security challenges. Learn more at <http://www.cimes.hawaii.edu/> and <http://www.stevens.edu/csr/>.
- The Coastal Hazards Center of Excellence (CHC), co-led by the University of North Carolina at Chapel Hill and Jackson State University, performs research and develops education programs to enhance the Nation's ability to safeguard populations, properties, and economies from catastrophic natural disasters. Learn more at <http://hazardscenter.unc.edu/> and <http://www.jsucoec.org/?q=node/113>.
- The Center for Visual and Data Analytics (CVDA), co-led by Purdue University (visualization sciences-VACCINE) and Rutgers University (data sciences-CCICADA), creates the scientific basis and enduring technologies needed to analyze large quantities of information to detect security threats to the Nation. Learn more at <http://www.ccicada.org/> and <http://www.purdue.edu/discoverypark/vaccine/>.
- The National Transportation Security Center of Excellence (NTSCOE), co-led by the University of Connecticut, Tougaloo College and Texas Southern University, is a seven institution consortium focused on developing new technologies, tools, and advanced methods to defend, protect, and increase the resilience of the Nation's multi-modal transportation infrastructure. Learn more at <http://www.ntscoe.uconn.edu/crti/>, <http://www.tougaloo.edu/ntscoe/index.htm> and <http://transportation.tsu.edu/NTSCE/home.htm>.



DHS has five other research facilities that support a diverse portfolio of capabilities to serve the HSE.

**The National Biodefense Analysis and Countermeasures Center (NBACC)**

Location: Fort Detrick, MD

The National Biodefense Analysis and Countermeasures Center (NBACC) applies science to challenges critical to defending the nation against bioterrorism. S&T established the NBACC to be a national resource to understand the scientific basis of the risks posed by biological threats and to attribute their use in bioterrorism or biocrime events.

**Plum Island Animal Disease Center (PIADC)**

Location: Greenpoint, NY

Since 1954, Plum Island Animal Disease Center (PIADC) has been protecting America's livestock from foreign animal diseases (diseases not present in the United States) such as foot-and-mouth disease. PIADC is currently undergoing upgrades to maintain safety and security and to provide additional near-term capacity for research.

**Transportation Security Laboratory (TSL)**

Location: Atlantic City International Airport, NJ

The Transportation Security Laboratory's (TSL) core mission is to conduct applied research, development, integration, and validation of cutting edge science and technology solutions for the detection and mitigation of explosives and conventional weapons.

**National Urban Security Technology Laboratory (NUSTL)**

Location: New York, NY

The National Urban Security Technology Laboratory (NUSTL) is programmatically aligned to the S&T's HSE and First Responders Group.

NUSTL's mission is to test, evaluate, and analyze homeland security capabilities while serving as a technical authority to first responder, state, and local entities. NUSTL is a Federal technical resource supporting the successful development, integration and transition of homeland security technologies into operational end-user environments.

**Chemical Security Analysis Center (CSAC)**

Location: Aberdeen Proving Ground, MD

DHS established the Chemical Security Analysis Center (CSAC) to provide a scientific basis for the awareness of chemical threats and the attribution of their use. The CSAC is a resource that provides a centralized compilation of chemical hazard data, using this data in an organized effort for threat analytical purposes.

## **Progress Report from the Homeland Security Academic Advisory Council's Subcommittee on Academic Research and Faculty Exchange**

The Subcommittee on Academic Research and Faculty Exchange is charged with providing advice and recommendations to the Secretary and senior leadership on the following:

- 1. **How academic research can address DHS' biggest challenges;***
- 2. **How DHS operational Components can form lasting relationships with universities to incorporate scientific findings and research and development (R&D) into DHS' operations and thought processes;***
- 3. **How universities can effectively communicate to us emerging scientific findings and technologies that will make DHS operations more effective and efficient; and***
- 4. How we can jointly create a robust staff/faculty exchange program between academe and DHS.*

Chaired by Northeastern University President Dr. Joseph E. Aoun, the subcommittee met on April 1 and June 6, discussing tasking 1, 2 and 3 (in bold font, above) as well as potential recommendations.

### **Overall Findings**

- DHS' Science and Technology (S&T) Directorate is the primary R&D arm of the Department. Among its priorities, S&T funds academic research through the DHS Centers of Excellence (COE) program.
- The COEs conduct multidisciplinary homeland security research and provide training. Each center is university-led or co-led in collaboration with partners from other academic institutions, agencies, national laboratories, think tanks, and the private sector. The research portfolio is a mix of basic and applied research.
- Some DHS Components, such as the United States Coast Guard, regularly identify and share their research needs with S&T. However, this is not a uniform practice across DHS, nor is there a formal process for DHS Components to communicate their research needs to S&T.
- DHS needs to identify and prioritize its biggest challenges and issues in order for the subcommittee to make recommendations on how academic research can best address those challenges and issues. While there are some mechanisms in place within DHS, a formal process would improve DHS' ability to identify challenges that academic research might address.

### **Draft Recommendations**

The Subcommittee on Academic Research and Faculty Exchange makes the following draft recommendations:

1. DHS should establish a formal process that ensures its Component agencies regularly identify their research priorities and communicate them to S&T.
2. S&T should regularly compile and communicate the DHS Component research priorities across DHS and to the COEs. S&T should also monitor and report on specifically how the COEs are addressing DHS Component research priorities.

3. DHS should further promote COE technologies and research projects across DHS and to its partners. For example, DHS should encourage and expand the use of activities that showcase COEs technologies and research projects.



**Rafael Borrás**  
**Under Secretary for Management**  
**Department of Homeland Security**



Rafael Borrás was appointed by the President and confirmed by the Senate to serve as the Under Secretary for Management at the Department of Homeland Security. He joined the Department in April 2010. Mr. Borrás exercises leadership authority over all aspects of the Department's management programs as the designated Chief Management Officer and Chief Acquisition Officer. As Chief Management Officer, Mr. Borrás oversees management of DHS's nearly \$60 billion budget, appropriations, expenditure of funds, accounting, and finance. As Chief Acquisition Officer, he administers control over the Department's approximately \$19 billion in procurement. Mr. Borrás oversees the Management Directorate's six lines of business - financial, human capital, information technology, procurement, security, and administrative.

Mr. Borrás has more than 30 years of management experience, including over 20 years in federal government and city government, and 10 years in the private sector. Prior to his appointment with DHS, Mr. Borrás served as a Vice President with URS Corporation, a global engineering services firm.

Prior to joining URS, Mr. Borrás served as the Regional Administrator for the Mid-Atlantic Region of the U.S. General Services Administration where he managed an organization with more than 1,300 employees, providing federal customer agencies with real estate, supply and procurement, vehicle acquisition, and information technology services. Mr. Borrás also served as Deputy Assistant Secretary for Administration in the U.S. Department of Commerce where he was responsible for overseeing the Department's financial, personnel, information technology, budget, administrative services, acquisition, and grants functions.

In city government, Mr. Borrás served as Deputy City Manager in the City of Hartford, CT, where he was responsible for the departments of finance, police, fire, code enforcement, information technology, purchasing, budget, and human relations. He also served as Deputy City Manager of New Rochelle, NY.

Mr. Borrás began his public sector career as Administrative Officer for the Office of the County Manager in 1982 with Metropolitan Dade County Government in Dade County, FL.

**Honorable Alice Chamberlayne Hill (Ret.)  
Senior Counselor to the Secretary  
Department of Homeland Security**



Retired Judge Alice Chamberlayne Hill joined the U.S. Department of Homeland Security as Senior Counselor to Homeland Security Secretary Janet Napolitano in June 2009.

As Senior Counselor, Hill chairs numerous Department-wide initiatives including the Blue Campaign (the Department's anti-human trafficking program), the Chemical Strategy Steering Committee, the Biological Leadership Group, the Climate Change Adaptation Executive Steering Committee, and the Unaccompanied Alien Children Working Group. Hill also serves as the Department's representative on the White House Interagency Environmental Justice Working Group, the White House Interagency Climate Change Adaptation Task Force, the Senior Policy Operating Group (which is part of the President's Interagency Task Force to Combat Human Trafficking), the National Oceans Council, the Interagency for Arctic Research Policy Committee, and the National Climate Assessment Federal Advisory Committee.

Before joining DHS, Hill served as a Judge in Los Angeles, California, including as Supervising Judge of the North Valley District for the Los Angeles Superior Court. As Supervising Judge, she oversaw the operations of three courthouses handling over 200,000 matters per year.

Prior to joining the bench, Hill served as Chief of the Major Frauds Section at the U.S. Attorney's Office in Los Angeles. As an Assistant United States Attorney, she was co-lead prosecutor in the federal prosecution of Charles Keating, Jr.

Before embarking on her career in public service, Hill was in private practice at the law firms of Morrison and Foerster in Los Angeles, California and De Chambrun and Associates in Paris, France and clerked for a Federal Judge.



**Dr. Tara O'Toole**  
**Under Secretary for Science and Technology**  
**Department of Homeland Security**



Dr. O'Toole was sworn in as Under Secretary of the Science and Technology (S&T) Directorate at the Department of Homeland Security on November 12, 2009 and serves as the science advisor to the Secretary of Homeland Security.

Dr. O'Toole is internationally known for her work on biosecurity and on health and safety issues related to the U.S. nuclear weapons complex. Prior to serving at S&T, Dr. O'Toole was the CEO and director of the Center for Biosecurity at the University of Pittsburgh Medical Center (UPMC) and Professor of Medicine and of Public Health at the University of Pittsburgh from 2003 to 2009. Prior to founding the UPMC Center, Dr. O'Toole was one of the original members of the Johns Hopkins Center for Civilian Biodefense Strategies, serving as its director from 2001 to 2003.

Dr. O'Toole was a founding coeditor-in-chief of the journal *Biosecurity and Bioterrorism: Biodefense Strategy, Practice, and Science*. She was a principal author and producer of *Dark Winter*, an influential exercise conducted in June 2001 to alert national leaders to the dangers of bioterrorist attacks. She was also a principal writer and producer of *Atlantic Storm*, an international ministerial-level biosecurity exercise held in 2005. She is a member of the Council on Foreign Relations and served as chair of the board of the Federation of American Scientists.

From 1993 to 1997, Dr. O'Toole served as assistant secretary of energy for Environment, Safety and Health. In this position, she was principal advisor to the Secretary of Energy on environmental protection and on the health and safety. She developed the first overall management and safety plan for dealing with the highly enriched uranium, plutonium, spent fuel, and radioactive waste that had been left in place when nuclear weapons production was stopped in the early 1990s. She ran the multi-agency, multimillion-dollar task force that oversaw the government's investigations into human radiation experiments conducted during the Cold War. And she led the U.S. delegation to Russia to establish the U.S./Russia cooperative effort to study radiation exposure and environmental hazards of the Russian nuclear weapons complex.

Prior to her work at DOE, Dr. O'Toole was a senior analyst at the Congressional Office of Technology Assessment (OTA). Dr. O'Toole also practiced general internal medicine in community health centers in Baltimore from 1984 to 1988. She is board certified in internal medicine and in occupational and environmental health.

Dr. O'Toole holds a Bachelor's of Science from Vassar College, an MD from the George Washington University, and a Master of Public Health degree from Johns Hopkins University. She completed internal medicine residency training at Yale and a fellowship in Occupational and Environmental Medicine at Johns Hopkins University.





June 14<sup>th</sup>, 2012

Dr. Wallace Loh, Chairman and  
Ms. Lauren Kielsmeier, Executive Director  
Homeland Security Academic Advisory Council  
MGMT / Office of Academic Engagement / Mailstop 0440  
Department of Homeland Security  
245 Murray Lane SW  
Washington, D.C. 20528-0440

Dear Dr. Loh and Ms Kielsmeier:

I write on behalf of the Disaster Resilient University (DRU) network and the Universities and Colleges Caucus (UCC) of the International Association of Emergency Managers (IAEM) to express our interest in actively partnering with the Homeland Security Academic Advisory Council for campus resilience initiatives. Our groups share a common vision of making this nation's college and university campuses more resilient to all types of disasters, emergencies, and crises. We look forward to working with the Homeland Security Academic Advisory Council on this important issue.

DRU and UCC members are encouraged to hear that the U.S. Department of Homeland Security established an Office of Academic Engagement and created the Homeland Security Academic Advisory Council. On a daily basis, our members are working to create safer, more secure, and resilient universities and colleges. Our institutions are a critical part of the country's economic engine, intellectual stronghold, and community infrastructure. Robust and comprehensive readiness and resilience programs in place at colleges and universities are helping to preserve the development of innovative ideas, skilled workers, and progress into the future by safeguarding the people, facilities, and operations on higher education campuses. Our members and our association help to ensure that higher education institutions are not overlooked when infrastructure protection and community resilience are discussed. For almost 10 years, DRU and UCC members have been organically building and strengthening networks, partnerships, resources, and training to advance the concept of the Disaster Resilient University.

The association and its leadership are willing to support the Council's efforts by:

- Participating in meetings and provide technical advice, subject matter experts, best practices, and real life examples.
- Providing access to the DRU network which represents over 800 members and 600 institutions.
- Assisting with defining what resilience and whole community means in a campus environment.
- Sharing the resources and tools that have been developed to date to build upon and avoid creating the wheel

This introduction and following pages provide a flavor of what campus-based emergency management practitioners is doing to promote resilience already and that there is an active network of people who want to be engaged in furthering this concept. We look forward to working together with the Council on making our campuses more disaster resilient.

Respectfully,

A handwritten signature in black ink, appearing to read 'André Le Duc'. The signature is fluid and cursive, with a large initial 'A'.

André Le Duc  
Chairperson, IAEM-UCC  
Executive Director, University of Oregon Enterprise Risk Services

## **OVERVIEW OF THE UNIVERSITIES & COLLEGES CAUCUS (UCC)**

**<http://www.iaem.com/committees/ucc>**

**International Association of Emergency Managers – USA Council**

**Caucus Mission Statement:** Higher education institutions have special considerations when preparing their students, faculty, staff, and visitors for preventing, responding to, mitigating, continuing operations during, and recovering from all types of emergencies. The mission of the Universities & Colleges Caucus (UCC) is to give a voice to emergency managers in higher education institutions and ensure that governments and industries address the emergency management issues that college and university campuses face.

### **Caucus Activities:**

#### ***Disaster Resilient University (DRU) Listserv and repository:***

The Disaster Resilient University (DRU) system was established after a national DRU conference held at the University of Washington; conference participants and others with interest in this area recognized the need for an organized network to share information. From the initial few members at its inception, the DRU network has grown to over 800 members at more than 600 higher education institutions. The DRU network facilitates open communication, discussion, and resource sharing among university and college emergency management practitioners – the people who are directly involved in making campuses more resilient to disasters, emergencies, and crises. The DRU system has two key tools that facilitate these interactions: the DRU listserv, hosted by the University of Oregon, and the web-based DRU Community of Practice and repository, hosted by the Department of Homeland Security's Science and Technology Directorate.

#### ***UCC Annual Workshop and Webinar Series:***

The UCC hosts an annual two-day workshop for emergency management professionals in a higher education. A capstone of the workshop is the "World Café," during which practitioners learn from each other and share information on current and pressing issues they face on their campuses. The UCC also hosts periodic webinars on higher-education emergency management, business continuity "hot topics," and best practices.

#### ***Training & Course Development:***

The UCC is actively engaged... UCC members were on the HEOA/Clery Act negotiated rulemaking team, worked with FEMA to develop an introduction to Incident Command for higher education institutions (ICS-100.HE). FEMA, with the UCC's help, has recognized the importance of this topic and built a series of courses aimed at campus resilience. The program "Multi-Hazard Emergency Planning for Higher Education (L-363)" is a 3-day course designed to teach campus teams the foundations of emergency planning, risk assessment, and overall preparedness and readiness. FEMA's "Emergency Planning for Campus Executives (G-367)" is a modular, 2-hour course designed for senior executives at higher education institutions. And, the NCBRT "Executive Seminar: Prevention of, Response to, and Recovery from Campus Emergencies (MGT-324)" provides a 2-day overview of prevention, response, and recovery activities for college and university campuses.



***EMAP Pilot Program:***

UCC is leading the effort to bring the Emergency Management Accreditation Program (EMAP, an internationally-recognized emergency management standard and accreditation system) to colleges and universities. The UCC is working with the Emergency Management Accreditation Program (EMAP) on a pilot project for the accreditation of higher education, campus-based, emergency management programs. Pilot assessments of four institutions started in October 2011 and will continue into 2012.

***Standards & Resilience:***

The UCC standard working group, which includes emergency management, risk management, business continuity, and higher education administration professionals, has been developing a crosswalk tool based upon industry standards for emergency management, risk management, and business continuity. The intent is to assist practitioners in navigating the complex world of standards, help them understand the common ground among various standards, and determine which standards best fit their institutions.

***Campus Incident Management Teams:***

The UCC has conducted preliminary background research, including a survey on the types of incident response teams that campuses use, and it has collected information regarding how campuses develop, use, and support incident management teams.

***Business & Research Continuity:***

The UCC has a business and research continuity working group to explore the issues campuses face in maintaining operations during a crisis and develop best practices resources for other campuses.

***Professional Association Engagement:***

The UCC is actively engaged with other professional associations e.g. International College Law Enforcement Association (ICLEA), Campus Safety Health and Environmental Association (CSHEMA), University Risk Management and Insurance Association (URMIA), and others.

***Partnerships:***

The UCC is engaged with other federal agencies, including the U.S. Department of Education, U.S. Department of Homeland Security, Federal Emergency Management Agency, the Centers for Disease Control and Prevention, Emergency Management Institute and many more.

**Caucus Leadership**

**Chair:** André Le Duc (U. of Oregon) [leduc@uoregon.edu](mailto:leduc@uoregon.edu)

**Vice Chair:** Marcia Nickle (U. of Delaware) [mnickle@udel.edu](mailto:mnickle@udel.edu)

**Secretary (2nd Vice Chair):** Diane Mack (Indiana U.) [dimack@indiana.edu](mailto:dimack@indiana.edu)

**Immediate Past Chair:** Brendan McCluskey (U. of Med. & Dent. of NJ)  
[mcluske@umdnj.edu](mailto:mcluske@umdnj.edu)

***The UCC is also on Posterous, Facebook, Twitter, LinkedIn, and DHS Communities of Practice.***

*To find links to these sites visit <http://www.iaem.com/committees/ucc>*





**Homeland  
Security**

**Homeland Security Academic Advisory Council  
March 20, 2012 Inaugural Public Meeting  
Meeting Minutes**

The inaugural meeting of the Homeland Security Academic Advisory Council (HSAAC) was convened from 10:00 a.m. to 4:00 p.m. at the Ronald Reagan International Trade Center, 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 persons were in attendance:

**Council Members**

Dr. Wallace D. Loh (Chair)  
Dr. Joseph E. Aoun  
Dr. Lezli Baskerville  
Ms. Carrie L. Billy  
Dr. Walter G. Bumphus  
Dr. David M. Dooley  
Dr. Royce C. Engstrom  
Dr. Antonio R. Flores  
Dr. Rufus Glasper  
Ms. Marlene M. Johnson

Dr. Eric W. Kaler  
Dr. R. Bowen Loftin  
Dr. Gail O. Mellow  
Hon. Ruby G. Moy  
Dr. Hunter R. Rawlings, III  
Dr. John Sexton  
Rear Admiral Sandra Stosz  
Dr. Dianne Boardley Suber  
Dr. Holden Thorp

**Speakers**

Hon. Janet Napolitano, Secretary of the Department of Homeland Security (DHS)  
Hon. Alice Hill, Senior Counselor to the Secretary, DHS  
Mr. Matthew Payne, Federal Emergency Management Agency (FEMA), DHS  
Ms. Georgia Abraham, Committee Management Officer, DHS  
Mr. Troy Byers, Deputy Ethics Official, DHS  
Mr. Louis Farrell, Director, Student and Exchange Visitor Program (SEVP), Immigration and Customs Enforcement (ICE), DHS  
Mr. David Donahue, Deputy Assistant Secretary of State for Visa Services, Bureau of Consular Affairs, Department of State  
Ms. Maureen Dugan, Assistant Executive Director, Admissibility and Passenger Programs, U.S. Customs and Border Protection (CBP), DHS  
Ms. Karen FitzGerald, Deputy Director, Vermont Service Center, U.S. Citizenship and Immigration Services (USCIS), DHS

## **Other DHS Personnel**

Ms. Lauren Kielsmeier, Executive Director for Academic Engagement, DHS; Designated Federal Officer, HSAAC

Ms. Donna Cencer, Alternate Designated Federal Officer, DHS

## **Call to Order, HSAAC Overview and Campus Resilience Discussion**

Lauren Kielsmeier, Executive Director for Academic Engagement, called the meeting to order and introduced the United States Coast Guard Ceremonial Honor Guard for the Presentation of the Colors. Next, Ms. Kielsmeier led the Pledge of Allegiance and introduced Dr. Wallace Loh, HSAAC Chair. Dr. Loh welcomed all in attendance and asked HSAAC members to introduce themselves. Dr. Loh provided a brief overview of the meeting agenda and the HSAAC's purpose and scope, and then introduced Matthew Payne, FEMA, who gave an overview of the topic of "campus resilience." Following this presentation, Dr. Loh facilitated a discussion with HSAAC members.

## **DHS Overview and Discussion**

Dr. Loh introduced Alice Hill, Senior Counselor to the Secretary, who provided an overview of DHS, including its five mission areas: preventing terrorism and enhancing security; securing and managing our borders; enforcing and administering our immigration laws; safeguarding and securing cyberspace; and ensuring resilience to disasters.

Discussion with and questions from HSAAC members followed the presentation.

## **FACA Overview**

Dr. Loh introduced Georgia Abraham, Committee Management Officer, DHS. Ms. Abraham explained FACA requirements. FACA is the statute that governs the operation of Federal advisory committees.

## **Ethics Overview**

Dr. Loh introduced Troy Byers, Deputy Ethics Official, DHS. Mr. Byers instructed on the ethics requirements for HSAAC members, specifically those appointed as Special Government Employees. Mr. Byers encouraged members to contact him at any time with questions.

## **Secretary Napolitano's Remarks**

Following a lunch break, Dr. Loh introduced DHS Secretary Janet Napolitano. Secretary Napolitano thanked the members for their service and spoke of the HSAAC's importance to DHS.



The Secretary then announced the formation of five HSAAC subcommittees, outlined initial taskings associated with each, and identified HSAAC members who would be chairing or co-chairing the subcommittees.

The Subcommittee on Student and Recent Graduate Recruitment, chaired by Saint Augustine's College President Dr. Diane Boardley Suber, should work to address the following questions: how to attract student interns, student veterans, and recent graduates to jobs at DHS; how to use social media and other means of communication to most effectively reach this audience; and how to ensure that students and recent graduates of Historically Black Colleges and Universities, Hispanic Serving Institutions, Tribal Colleges and Universities, and other Minority Serving Institutions know of and take advantage of DHS internship and job opportunities.

The Subcommittee on Homeland Security Academic Programs, co-chaired by LaGuardia Community College President Dr. Gail Mellow and U.S. Coast Guard Academy Superintendent Rear Admiral Sandra Stosz, should address the following questions: how to define the core elements of a homeland security degree at the associate's, bachelor's and master's levels; how to apply the Transportation Security Administration's Associates Program model to other segments of the DHS workforce who wish to pursue a community college pathway; how to form relationships with 4-year schools so that DHS employees' credits transfer towards a higher level degree; how to enhance existing relationships between FEMA's Emergency Management Institute and the higher education community to support Presidential Policy Directive 8 (PPD-8), expand national capability, and support a whole community approach; and how to expand DHS cooperation with the Department of Defense academies and schools to provide DHS' current employees with educational opportunities.

The Subcommittee on Academic Research and Faculty Exchange, chaired by Northeastern University President Dr. Joseph Aoun, should address the following questions: how academic research can address DHS' biggest challenges; how DHS operational Components can form lasting relationships with universities to incorporate scientific findings and research and development into DHS' operations and thought processes; how universities can effectively communicate to DHS emerging scientific findings and technologies that will make DHS operations more effective and efficient; and how to create a robust staff/faculty exchange program between academe and DHS.

The Subcommittee on International Students, chaired by New York University President Dr. John Sexton, should address the following questions: how DHS can improve its international student processes and outreach efforts; how DHS can better communicate its regulatory interpretations, policies and procedures to the academic community; and how DHS can accommodate and support emerging trends in international education.

The Subcommittee on Campus Resilience, chaired by Texas A&M University President Dr. R. Bowen Loftin, should address the following questions: how colleges and universities use specific capabilities, tools, and processes to enhance campus and community resilience as well as the cyber and physical infrastructure; how DHS' grant programs may be adjusted to support resiliency-related planning and improvements; how campuses can better integrate with



community planning and response entities; how to implement the whole community approach and preparedness culture within student and neighboring communities; how to strengthen ties between DHS' Federal Law Enforcement Training Center and campus law enforcement professionals; and how DHS can better coordinate with individual campus IT departments on the risks towards and attacks on computer systems and networks.

HSAAC members asked questions and commented on the Secretary's remarks.

### **Discussion about Subcommittee Composition and Process**

Dr. Loh noted that subcommittee work will be brought forward to the full HSAAC for review and action. He asked HSAAC members to volunteer for the various subcommittees. There was discussion regarding specific subcommittee tasks, placements and procedural matters. Dr. Loh announced that Dr. Hunter Rawlings would join Dr. John Sexton in co-chairing the Subcommittee on International Students.

### **Panel Discussion on International Students**

Dr. Loh introduced the panel on international students: Louis Farrell, David Donahue, Maureen Dugan, and Karen FitzGerald. Each of the panelists explained the international student process from his or her agency's vantage point and entertained questions from HSAAC members.

### **Public Comments**

Dr. Loh opened the floor to the public for comments. Four persons made comments: Leischen Stelter, American Military University; Eleanor Fitzpatrick, Educational Commission for Foreign Medical Graduates; George Nuñez, Office of Emergency Management, George Washington University and on behalf of the Universities and Colleges Caucus of the International Association of Emergency Managers; and Tom Arminio, Penn State University.

### **Meeting Adjournment**

Dr. Loh offered brief closing remarks and Ms. Kielsmeier adjourned the meeting at 4:00 p.m.

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



July 2, 2012

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Signed and Dated

Wallace D. Loh, Chairman, Homeland Security Academic Advisory Council

Homeland Security Academic Advisory Council

March 20, 2012 Meeting Minutes

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