

Application for Federal Assistance SF-424

* 1. Type of Submission: <input type="checkbox"/> Preapplication <input checked="" type="checkbox"/> Application <input type="checkbox"/> Changed/Corrected Application	* 2. Type of Application: <input checked="" type="checkbox"/> New <input type="checkbox"/> Continuation <input type="checkbox"/> Revision	* If Revision, select appropriate letter(s): <input type="text"/> * Other (Specify): <input type="text"/>
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* 3. Date Received: <input type="text" value="05/11/2022"/>	4. Applicant Identifier: <input type="text"/>
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5a. Federal Entity Identifier: <input type="text"/>	5b. Federal Award Identifier: <input type="text"/>
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State Use Only:

6. Date Received by State: <input type="text"/>	7. State Application Identifier: <input type="text" value="District of Columbia"/>
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8. APPLICANT INFORMATION:

* a. Legal Name:

* b. Employer/Taxpayer Identification Number (EIN/TIN): <input type="text" value="(b)(6)"/>	* c. UEI: <input type="text" value="Z2LWL6AUZMH6"/>
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d. Address:

* Street1:	<input type="text" value="800 Maine Ave SW"/>
Street2:	<input type="text" value="STE 200"/>
* City:	<input type="text" value="Washington"/>
County/Parish:	<input type="text"/>
* State:	<input type="text" value="DC: District of Columbia"/>
Province:	<input type="text"/>
* Country:	<input type="text" value="USA: UNITED STATES"/>
* Zip / Postal Code:	<input type="text" value="20024-2811"/>

e. Organizational Unit:

Department Name: <input type="text"/>	Division Name: <input type="text"/>
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f. Name and contact information of person to be contacted on matters involving this application:

Prefix: <input type="text" value="Mr."/>	* First Name: <input type="text" value="Adnan"/>
Middle Name: <input type="text"/>	
* Last Name: <input type="text" value="Ansari"/>	
Suffix: <input type="text"/>	
Title: <input type="text" value="Executive Director"/>	

Organizational Affiliation:

* Telephone Number: <input type="text" value="(b)(6)"/>	Fax Number: <input type="text"/>
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* Email: <input type="text" value="(b)(6)"/>	<input type="text"/>
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Application for Federal Assistance SF-424

*** 9. Type of Applicant 1: Select Applicant Type:**

M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

*** 10. Name of Federal Agency:**

Department of Homeland Security - FEMA

11. Catalog of Federal Domestic Assistance Number:

97.132

CFDA Title:

Financial Assistance for Targeted Violence and Terrorism Prevention

*** 12. Funding Opportunity Number:**

DHS-22-TTP-132-00-01

* Title:

Fiscal Year (FY) 2022 Targeted Violence and Terrorism Prevention (TVTP)

13. Competition Identification Number:

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

Add Attachment

Delete Attachment

View Attachment

*** 15. Descriptive Title of Applicant's Project:**

Tackle! Podcast

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424

16. Congressional Districts Of:

* a. Applicant

* b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

Add Attachment

Delete Attachment

View Attachment

17. Proposed Project:

* a. Start Date:

* b. End Date:

18. Estimated Funding (\$):

* a. Federal	<input type="text" value="398,000.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="398,000.00"/>

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- a. This application was made available to the State under the Executive Order 12372 Process for review on
- b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**

Yes No

If "Yes", provide explanation and attach

Add Attachment

Delete Attachment

View Attachment

21. *By signing this application, I certify (1) to the statements contained in the list of certifications and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: * First Name:
Middle Name:
* Last Name:
Suffix:

* Title:

* Telephone Number: Fax Number:

* Email:

* Signature of Authorized Representative: * Date Signed:

Tackle! Podcast

Program Narrative

Application Track: Promising Practices: Multiple Projects

Project Types: (1) Raising Societal Awareness, (6) Bystander Training.

ND Grants #: EMW-2022-GR-APP-00031

Total Funding Requested: \$ 374,996

Date of Submission: May 18, 2022

Proposal Submitted to: U.S. Department of Homeland Security, Center for Prevention Programs and Partnerships (CP3)

Funding Opportunity: Fiscal Year 2022 Targeted Violence and Terrorism Prevention Grant Program (DHS-22-TTP-132-00-01)

Submitted by:

Muflehun

800 Maine Ave, SW #200

Washington, DC 20024

www.muflehun.org

Point of Contact:

Adnan Ansari

Executive Director

(b)(6)

Sub-Applicant:

Media Syndication Services

(DBA: District Productive)

Implementation Sites:

Nationwide with focus on (1) Pacific Northwest and (2) along the Northeast I-95 corridor. These regions are selected based on the need of the local communities where there is a strong overlap of hate crimes, mass casualty attacks as well as the location of habitation of terrorism perpetrators

Project Abstract:

The *Tackle!* Podcast is a true-crime genre series with the first season consisting of eight episodes. Each episode will be built on a well-researched case of a real incident that has occurred, with the history of the planned attack and the perpetrator, and interviews woven in from multiple individuals relevant to the story. The implemented Tackle! Upstander Training curriculum will be mapped onto the case studies, raising awareness of a sub-category of domestic terrorism and targeted violence, examining the risk and protective factors that existed in the perpetrator's life, and the behavioral indicators that were present and could have been/were acted upon by upstanders. The cases will include examples of successful and thwarted attacks, and the existing or missing role of engaged upstanders and Local Prevention Frameworks. The Tackle! Podcast will have at least 200,000 targeted impressions, ensuring an audience of at least 20,000 unique listeners, focusing on the 35-54 year-old age group. The geographic focus will be towards difficult to reach, small and medium population size communities in the Northeast I-95 corridor (where the Muflehun CREWS project is already underway), and the Pacific Northwest region where there have historically been many incidents and insufficient allocation of funding for awareness or prevention programs.

Tackle! Podcast

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- Appendix C – Documentation of Support
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- Appendix E – Proposed *Tackle!* Podcast outline
- Appendix F – Overview of Media Syndication Services (DBA: District Productive)

Tackle! Podcast

“He fell through the cracks because we don’t know what to do”¹ Middle-school English teacher of the 2018 Parkland High School shooter who murdered 17 students and injured 17 others

“I just want people to know that if there’s something wrong, and I wish I could tell them who to call because I don’t know.”² - Mother of shooter at FedEx Indianapolis facility in 2021. He murdered eight people before committing suicide

Every few weeks, the news headlines announce another attack, another shooting, another round of thoughts and prayers for the victims and their families, another post-attack post-mortem revealing that there were warning signs and red flags for years and yet help could not be coordinated in a way to prevent the tragedy from occurring. This oft-repeated cycle needs to stop.

To prevent domestic terrorism and targeted violence in our nation it is essential to dedicate effort to large scale awareness raising to identify the risks, to recognize when individuals are experiencing distress and broadcasting their intent to move towards violence and knowing what to do in such situations.

Having an in-depth understanding of these needs and the relevant experience of catering to the demand, Muflehun has designed the ***Tackle! Podcast*** as a complement to its previous project, the *Tackle! Upstander Training*, to build upon the previous experiences and provide significant scaling up to the trainings provided. The *Tackle! Podcast* is an effective, efficient and scalable solution to the problem of lack of awareness of the threat of domestic terrorism and targeted violence, as well as the first step to building upstander skills among the population of our country.

1. NEEDS ASSESSMENT

In 2020 Muflehun received a DHS OTVTP grant (# EMW-2020-GR-00093) to conduct an upstander training program designed to raise awareness of the threat of domestic terrorism and targeted violence, and to enhance the ability of community leaders to identify and respond to individuals at risk of mobilizing to violence. The participants included elected officials, district attorneys, human rights commissioners, school safety officers, principals, and superintendents, town and county emergency management directors, sheriffs and law enforcement officers.

Branded the *Tackle! Upstander Training*, 180 leaders in nine cohorts attended the virtual course with 154 participants completing the full training (85%). Participants were surveyed on their starting knowledge and post-training to assess the change in their willingness and skills to be engaged upstanders. The results inform our understanding of the dire need for more awareness, the effectiveness of the *Tackle!* curriculum, and suggestions for improvements:

- When asked if participants had heard the terms domestic terrorism and targeted violence, 94% indicated that they knew of the terms however **only 25%** knew what the terms actually mean.
- When asked about using a public health approach for violence prevention, a **mere 22%** knew the concept, with **over 30%** never having heard of it before.
- After the *Tackle! Training*, 86% of the participants agreed or strongly agreed that they had the skills to prevent violence, an **increase of 37%**.
- Similarly, post-training 73% were very likely to engage with a friend or family member they were concerned about, an **increase of 21%**.
- Participants consistently stated the most helpful features were “**case studies and real-life examples**” and requested “**more case scenarios with upstander interventions**”

¹ <https://www.cnn.com/2018/02/25/us/nikolas-cruz-warning-signs/index.html>

² <https://fox59.com/news/indycrime/fedex-shooters-mom-interview/>

Given the low levels of awareness of the threat and how to respond to it even by the very leaders who are entrusted to keep us safe, the need to scale up awareness is imperative for the safety of our country. Whereas many current dedicated trainings are focused on community leaders as force-multipliers, there will never be enough resources to provide full coverage throughout the country or to ensure the leaders are further disseminating the knowledge. Local small and mid-sized communities that need awareness the most will seldom be reached due to the limited resources available for such efforts.

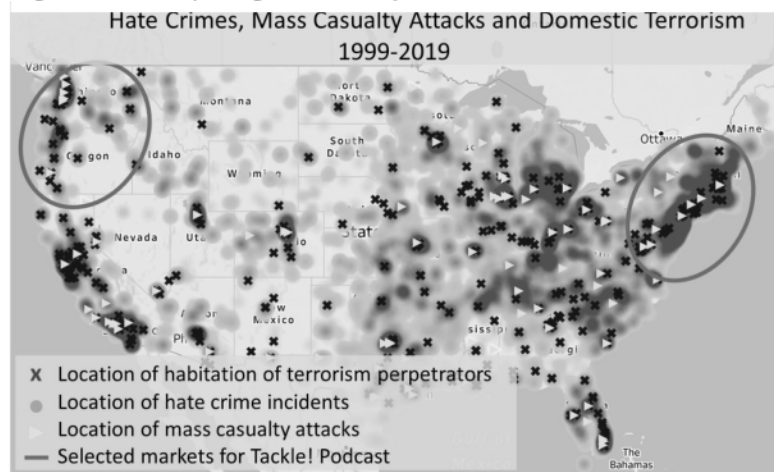
Experience confirms that the most effective training tools include case studies and analysis by subject matter experts of what was done, could have been done and what was not done, rather than long PowerPoint presentations dense with facts and concepts.

An additional, cost effective and direct communication channel is needed to complement the current *Tackle!* Upstander Training. **This channel is a podcast**, which is the fastest growing media channel in USA. It is estimated³ that 109 million people in the US over the age of 12 listen to podcasts on a monthly basis (53% male; 46% female), and 74 million listen to podcasts weekly. 50% of ages 12-34 years, 43% of ages 35-54 years and 22% of over 55 years are monthly listeners. The strongest podcasting demographic are the 35-54 years old where 25% are listening to 11 or more podcasts weekly and 62% listen to 1-5 podcasts. The top five genres⁴ in order, are comedy, news, society & culture, true crime and sports. Education comes in at #10 and Government is #19.

To meet the glaring awareness gaps, Muflehun proposes the *Tackle!* Podcast as a true crime genre, to reach an audience of 200,000 of which a minimum **20,000 unique listeners** will complete listening to at least one episode in the first season; many thousands will listen to more than one.

Based on analysis from the Muflehun CREWS project (see Figure 1), the targeted audience for the first season of the podcast should be small and medium population size communities where there is a strong overlap of hate crimes, mass casualty attacks and as well as the location of habitation of terrorism perpetrators (not the location of attack as many incidents are far from where the perpetrator resides). The primary age group targeted will be 35 – 54 years old.

Figure 1: Primary Target Audience for Tackle! Podcast



The *Tackle!* Podcast proposes focusing the marketing of the podcast in the Northeast I-95 corridor (where the CREWS project is already underway), and in the Pacific Northwest region where there have historically been many incidents and insufficient allocation of funding for awareness or prevention programs. (See Figure 1). These regions can be revised based on discussions with DHS CP3.

A multi-episode true-crime podcast that converts the *Tackle!* curriculum into case studies would be a complementary and contemporary approach to existing trainings, to reach tens of thousands of individuals for a fraction of the cost, using known storytelling tools for effective adult learning.

³ Podcasting's Key Statistics <https://www.edisonresearch.com/podcastings-key-statistics-for-2022/> March 2022

⁴ Edison Podcast Metrics <https://www.edisonresearch.com/comedy-is-top-podcast-genre-in-u-s/> May 2022

2. PROGRAM DESIGN

Problem Statement

In order to prevent domestic terrorism and targeted violence as a nation, it is essential to raise local community awareness of the radicalization to violence process (TVTP Grant Objective 1); the relevant risk and protective factors (TVTP Grant Objective 2); and having the skills to recognize when individuals are experiencing distress and broadcasting their intent to move towards violence, know the options for next steps and be willing to act on their awareness training (TVTP Grant Objective 4). Several existing awareness and bystander trainings (in-person or virtual) are focused on individuals who are force-multipliers, however there will never be enough resources to provide full coverage throughout the country, or to ensure they are further disseminating the knowledge at the local community level. The small and mid-sized communities that need the most awareness will seldom be reached through the current approach with its limited potential for scalability.

To ensure that awareness-raising can be scaled to a level that will meaningfully impact prevention of terrorism and targeted violence (Goal 3 of the 2019 DHS Strategic Framework) long presentations of facts and concepts using dense PowerPoint slides will always remain insufficient. There needs to be a shift towards storytelling using cases studies, and an aligned change in delivery mechanism that does not rely on knowledgeable trainer availability.

A podcast is an alternative, cost-effective and direct communication channel to complement the current *Tackle!* Upstander Training. The most effective training tools are case studies and analysis by subject matter experts of what was done, could have been done and what was not done.

Program Goals and Objectives

DESCRIPTION

Muflehun proposes the *Tackle!* Podcast that will use case studies to teach the existing *Tackle!* Upstander Training (see Appendix D) to a target audience of at least 20,000 unique listeners, focusing on the 35-54 year-old segment, (both male and female). The focus of marketing for the first season of the podcast will be small and medium population size communities where there is a strong overlap of hate crimes, mass casualty attacks and as well as the location of habitation of terrorism perpetrators, along the Northeast I-95 corridor and in the Pacific Northwest.

The first season will consist of eight-episodes, using a true-crime genre, to convert the curriculum into eight case studies, with each episode raising awareness of a sub-category of domestic terrorism and targeted violence, examining the risk and protective factors that existed in the potential perpetrator's life, and the behavioral indicators that were present and could have been/were acted upon by upstanders. The cases will include examples of successful and thwarted attacks, and the existing or missing role of engaged upstanders and local prevention frameworks.

Through the course of each episode, each of the modules of the *Tackle!* curriculum will be covered (see Appendix E for an episode outline). By reinforcing the concepts through eight different case studies, listeners will have a contextual understanding of what was done/not done and what could or should have been done, and what they can do if facing the same situation.

Each episode will be built on a well-researched case of a real incident, with the history of the event, the perpetrator and the role of upstanders, with interviews woven in from multiple individuals relevant to the story, such as:

- Victims impacted by the event
- If possible, the perpetrator himself/herself
- Friends, family and colleagues of the perpetrator, who were/were not upstanders
- Law enforcement, medical professionals and other subject matter experts
- DHS CP3 RPCs
- Other individuals relevant to the story

GOALS

The 2019 DHS Strategic Framework for Countering Terrorism and Targeted Violence recognizes in Goal 3 (Prevent terrorism and targeted violence) that enhancement in core capabilities for Public Information, Community Resilience and Long-Term Vulnerability Reduction are “critical elements necessary to ensure a secure and resilient Nation”. Domestic prevention helps in “protecting the American people and reducing the burden on the criminal justice system.”

The *Tackle!* Podcast will be a complementary and contemporarily relevant approach to achieve the followings goals:

Goal 1: To efficiently scale-up the community awareness of the radicalization to violence process by applying case studies and using storytelling approaches adapted from the current *Tackle!* Upstander Training curriculum; and

Goal 2: To significantly scale up Raising Societal Awareness (Promising Practices Project Type 1) and Bystander Training (Project Type 6) by several orders of magnitude, while reaching small and mid-sized isolated local communities at a fraction of the unit cost of previous efforts by using podcasts as a delivery mechanism of the broadcast media.

This effective communication mechanism, coupled with significant cost-efficiency is a sustainable way to build community resilience, and reduce long term vulnerability. It can be easily scaled up nation-wide with additional marketing costs for advertising in other parts of the country after the first pilot season. Muflehun plans to continue the *Tackle!* Podcast series with other sources of funding beyond the first season for which DHS CP3 funding is being requested (see Sustainability section, below).

OBJECTIVES

The associated objectives of the *Tackle!* Podcast are:

Objective 1.1: Develop eight detailed case studies to use as context and content for teaching *Tackle!* curriculum modules, through research of recent domestic terrorism and targeted violence incidents in the US for at least three of the five different ideology and/or motivation categories as specified in the 2021 ODNI assessment of “Domestic Violent Extremism Poses Heightened Threat in 2021”) within six months.

Objective 1.2: Convert the *Tackle!* Curriculum into a storytelling- based case study format within four months. Design how each case study can be analyzed from the lens of the main modules of the curriculum (threat, ideology and grievances, risk/protective factors, public health approach to violence prevention, behavioral indicators, upstander skills)

Objective 2.1: Produce eight podcast episodes and an introduction segment for the first season of the *Tackle!* Podcast based on the eight case studies in six months. The episodes will be professionally produced with original scriptwriting, interviews and sound mixing at a commercial level using an engaging non-fiction storytelling style from the true-crime genre.

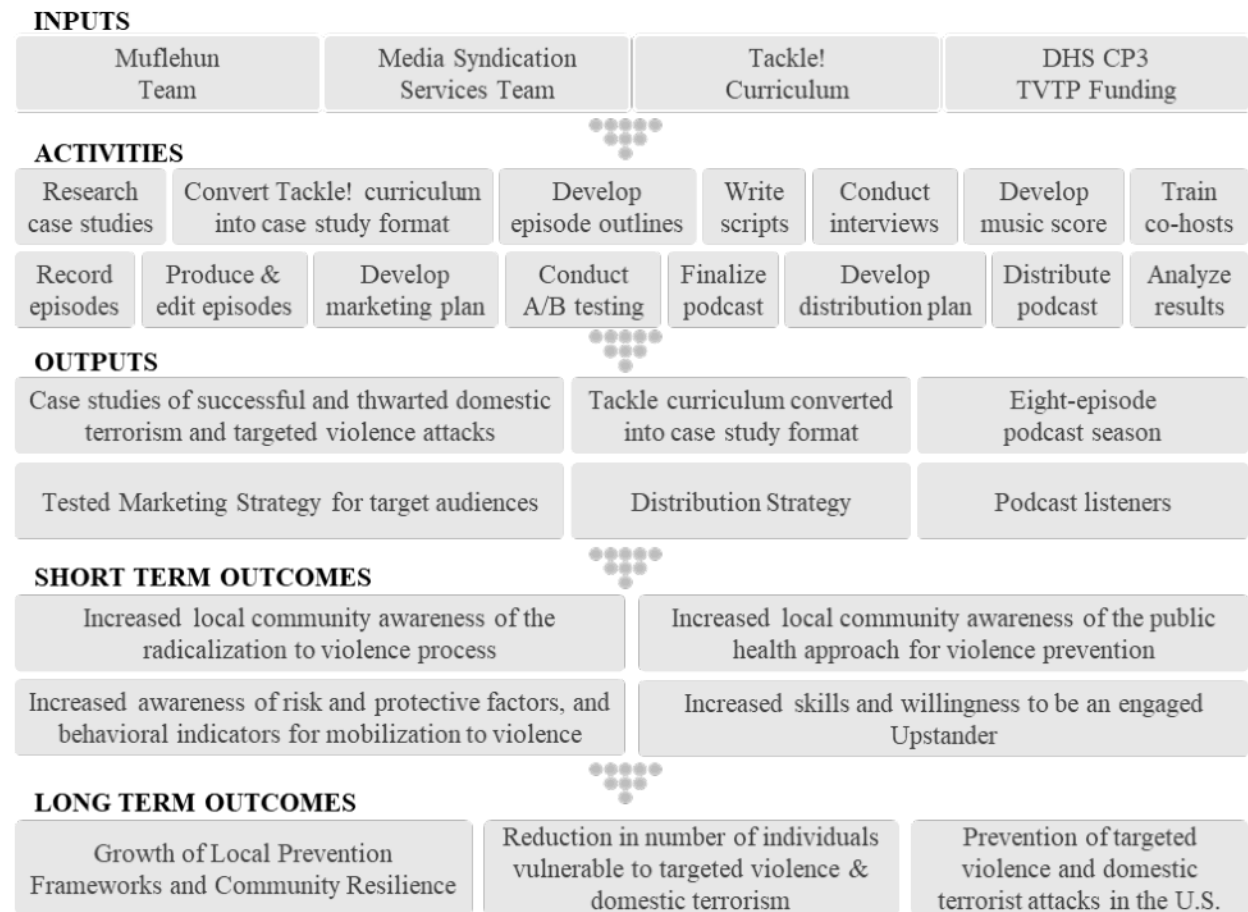
Objective 2.2: Develop distribution and marketing plans for targeted social media and online promotion campaigns to ensure 200,000 impressions of the podcast are reached, with a focus on small and medium communities along the Northeast I-95 corridor where the CREWS project is already underway, and in the Pacific Northwest, in three months.

Objective 2.3: Distribute and market the podcasts through several tools, primarily the Art 19 platform (www.art19.com) to all leading podcast apps (i.e., Apple Podcast, Google Podcasts, iHeart, Tune In, Stitcher, etc.) to ensure 20,000 unique listeners of at least one episode of the podcast while simultaneously tracking audience metric and analysis over three months.

Logic Model

Figure 2 outlines the logic model for the *Tackle!* Podcast, including the inputs, activities, outputs, and outcomes.

Figure 2: Logic Model



THEORY OF CHANGE. **If** effective storytelling techniques are applied to case study analysis of real life domestic terrorism and targeted violence incidents in USA; **and** broadcasted in the form of an interesting podcast series; **then** small and mid-sized isolated local communities in USA can be reached at an affordable cost; **and** the societal awareness of the radicalization to violence process, potential risk and protective factors and behavioral indicators of targeted violence and domestic terrorism as well as awareness of services supporting local prevention frameworks will be enhanced at scale; **then** the number of individuals in the communities vulnerable to targeted violence and domestic terrorism will decrease.

INPUTS. Key resources essential for the successful launch of the *Tackle!* Podcast includes the existing *Tackle!* Upstander Training curriculum, the subject matter experts, researchers and curriculum developers from the Muflehun team, the experienced full-service podcast production, distribution and marketing partner, Media Syndication Services (District Productive) and the financial resources to launch the first full podcast season through grant funding from DHS CP3.

ACTIVITIES. The following activities will be needed to successfully develop and launch the *Tackle!* Podcast:

Activity 1.1.1 Review the incidence of domestic terrorism and targeted violence cases in USA during the last ten years, selecting at least 12 for a deep dive

Activity 1.1.2 Conduct a deep case analysis of the 12 successful and thwarted attacks

Activity 1.1.3 Prepare reports on each case

Activity 1.1.4 Finalize eight cases for using in the episodes for the podcast

Activity 1.2.1 Remap the *Tackle!* Upstander Training Curriculum for better alignment of modules of the curriculum to real life cases, listing the features such as ideology, risk and protective factors, behavioral indicators, role of upstanders and local prevention frameworks etc.

Activity 1.2.2 Map the eight cases selected in Activity 1.1.4 as per the features in Activity 1.2.1

Activity 1.2.3 Restructure the eight cases from a true crime storytelling genre and curriculum alignment perspective illustrating the features of the curriculum

Activity 2.1.1 Develop outline for each episode

Activity 2.1.2 Write and finalize script for each episode

Activity 2.1.3 Conduct interviews for each episode

Activity 2.1.4 Develop, design and edit sound score for each episode

Activity 2.1.5 Train co-hosts for script delivery and record all episodes

Activity 2.1.6 Produce and edit all episodes

Activity 2.1.7 Test episodes on a small, selected audience

Activity 2.1.8 Finalize all eight episodes

Activity 2.2.1 Develop marketing plan

Activity 2.2.2 Conduct A/B testing for refining marketing plan with a focus on small and medium communities along the Northeast I-95 corridor and in the Pacific Northwest

Activity 2.2.3 Develop distribution plan for podcast

Activity 2.3.1 Distribute the podcast through several tools, primarily using the Art 19 platform (www.art19.com) to all leading podcast apps (i.e., Apple Podcast, Google Podcasts, iHeart, Tune In, Stitcher, etc.)

Activity 2.3.2 Implement the marketing campaign to ensure 200,000 impressions and 20,000 unique listeners

Activity 2.3.3 Track and analyze audience metrics

OUTPUTS. There are several tangible outputs from the *Tackle!* Podcast project. From Activities 1.1.1 – 1.1.4, eight detailed case studies of successful and/or thwarted domestic terrorism and targeted violence attacks will be made available. Activities 1.2.1 – 1.2.3 will convert the cases into a true-crime genre stories mapped to the *Tackle!* Upstander Training curriculum. Activities 2.1.1 – 2.1.8 will provide a complete professionally created eight-episode podcast season based on the cases. Activities 2.2.1 – 2.2.3 will result in the development of a tested marketing plan and distribution strategy. Activities 2.3.1 – 2.3.3 will finally result in 20,000 unique podcast listeners. Activity 2.3.4 will provide activity reports for final analysis and planning of future seasons of the *Tackle!* Podcast.

SHORT- AND LONG-TERM OUTCOMES. In the short-term, the outcomes will be focused on the local small and medium sized communities along the Northeast I-95 corridor and the Pacific Northwest. The listeners from the locations will immediately increase their awareness of: (1) the threat of domestic terrorism and targeted violence and the process of radicalization to violence (2) a public health approach to violence prevention (3) risk and protective factors for domestic terrorism and targeted violence, and behavioral indicators for mobilization to violence. Additionally, the listeners will gain needed skills and willingness to be engaged upstanders.

These short-term outcomes establish the necessary foundation for us to sustain and expand the reach of the *Tackle!* Podcast to other locations around the nation. The awareness and skills development in the long term will result in increased community resilience through the growth of local prevention frameworks, a reduction in the number of individuals vulnerable to domestic terrorism and targeted violence, and ultimately a prevention of attacks across the nation.

CONTEXTUAL FACTORS AND ASSUMPTIONS. The primary contextual factor which can significantly impact the podcast series is the willingness and availability of the potential interviewees. These potentially include the perpetrators and their families, victims, law enforcement staff, and others as per the case details. To ensure that eight complete cases are produced, at least twelve cases will be completely researched, and their stakeholders will be approached. There is enough time structured in the project to allow additional cases to be added to the list if there is need (which is unlikely). In addition, there is an assumption that there will continue to be little primary competition to a podcast series of a similar nature, and the thirst of the audience will remain unquenched. In the unlikely event of any other similar series being produced by another party, a well-designed marketing campaign will ensure overcoming the challenge of competition and allow meeting the minimum audience number of 20,000 unique listeners. In the case of a successful series, the number of the audience can be a significant multiple of the targeted audience of 20,000.

LIKELIHOOD OF SUCCESS. The likelihood of success of the *Tackle!* Podcast series is significantly high, based on the existing success of the *Tackle!* Upstander Training project, the subject matter expertise of the Muflehun team and the experience of producing professionally successful podcast series of the Media Syndication Services (District Productive).

In addition, the following facts ensure success: (1) the fast pace of growth of podcast listeners in USA; (2) the high interest in the true-crime genre indicates the potential audience is ready for such a series, which has not been delivered before; (3) lack of need of physical and synchronous presence of the content providers (unlike training programs) is further assurance of the reach of the podcast series too hard to reach target audiences in USA; (4) scalability of the podcast with significantly low costs will further enhance the reach to additional communities. In summary, all odds are in favor of the *Tackle!* Podcast being a success.

3. ORGANIZATIONS AND KEY PERSONNEL

Muflehun is a resource center for preventing and countering hate, extremism, and violence. Muflehun works with stakeholders to design contextualized solutions to complex social challenges aimed at increasing social resilience. Muflehun applies the learnings from research to pilot programs to counter the threats faced by society; sharing lessons with partner organizations; and providing support in their capacity building for adapting and delivering localized programs; and regularly providing analyses and learning to policy makers for improved macro level decisions. Muflehun has been operating since 2010 and has delivered its programs domestically, including projects fund by US DHS and in ten countries internationally funded by multiple agencies.

Media Syndication Services (MSS) – (DBA: District Productive) is a multi-faceted media partner for some of the largest for-profit and nonprofit entities in the United States, including Paramount Global (CBS News Radio); Georgetown University; Share Our Strength, and; The Partnership for Public Service. In 2017, MSS set up District Productive (DP), a full-service podcast production company that provides turnkey solutions for its partners who desire to create on-demand audio productions. Since its inception, DP has amassed over 25 million downloads for its partners. DP offers their partners turnkey solutions for podcast needs: Ideation; Production; Post-production; Distribution; Audience Acquisition; Revenue Generation. (See appendix F)

Project Team

Adnan Ansari, will serve as the Project Lead, Supervising Producer and Scriptwriter on the *Tackle!* Podcast team. He is the Executive Director at Muflehun and is the Project Lead in the DHS TVTP funded project Community Resilience Early Warning System (CREWS) and a Primary Trainer on the *Tackle!* Upstander Training project. He has leadership experience in the planning, management, and operation of international development projects and non-profit organizations. He has field experience in fragile contexts in East Africa, South/South-east Asia, and MENA regions and has managed multiple multimillion-dollar projects focusing on economic growth, developing insurgency resilience, and post-conflict recovery. Previously, he was also a blogger illustrating real life scenarios from natural disaster and conflict zones to readers across the world.

Humera Khan will be the Principal Researcher, Co-Producer/ Lead Host and Storyteller for the *Tackle!* Podcast. She is the President of Muflehun and a subject matter expert in preventing, countering, and mitigating extremist violence. She is currently the Technical Lead in the DHS TVTP funded project Community Resilience Early Warning System (CREWS) and Master Trainer and Lead Curriculum Developer in the *Tackle!* Upstander Training project. Khan is a co-investigator for a DOD MINERVA project on the use of “Mobilizing Media” by terrorist organizations. Her services are sought for preventing and countering violent extremism related capacity-building of governments, organizations, youth, communities and religious leaders by multiple agencies and organizations including UN Security Council Counter-Terrorism Committee Executive Directorate, US Dept. of State, USAID, DOD and the Organization for Security and Cooperation Europe (OSCE). Humera is also sought out by media as a subject matter expert on preventing and mitigating violent extremism events.

Paul “Woody” Woodhull will lead the podcast production as the Executive Producer, Lead Storywriter and Distribution Manager. Woody is the founder and CEO of Media Syndication Services and a 20+-year veteran media executive responsible for the creation of dozens of highly successful spoken word programs for radio, tv, digital, and social media. An award-winning writer and producer, Woody specializes in translating complex ideas and issues into compelling audio products. His work has been recognized in Rolling Stone, Politico, Axios and many others. In 2021, The National Headliner Awards recognized Woody for his original work as writer and producer of the “CBS Special Edition of The Life and Legacy of John Lewis”, awarding it first place in Broadcast Radio Networks and Syndicators Documentary or Public Affairs.

Amanda E. Rogers, Ph.D. will serve as the Researcher and Case Writer. Dr. Rogers is a Consultant at Muflehun and Fellow at The Century Foundation, with a Ph.D. from Emory University. Her research has been supported by numerous organizations, including Jacob K. Javits Foundation, Mellon, Fulbright, and Fulbright Hays. Dr. Rogers is an internationally recognized expert on transnational Non-State Armed Groups, political violence and propaganda, from ISIS to Neo-Nazis. She is currently working on a book project that examines the role of military and law enforcement infiltration within the modern white supremacist movement, 1970 – 2020. Her photojournalism, political commentary and analysis has been featured in a number of forums, including Al-Jazeera, the New York Times, the Atlantic Council, and the BBC, among others.

Co-Host: TBD. Muflehun has identified two potential co-hosts for the podcast series and will test their effectiveness jointly with our partner, Media Syndication Services prior to final selection. The choice is between a victim/survivor of violent extremist threat, willing to take a bold step forward of becoming a narrator to help prevent others from being victimized, and a former neo-Nazi ready to make amends to previously misguided actions of leading white supremacist movements and now supports the prevention of others joining domestic violent extremist groups.

4. SUSTAINABILITY

Muflehun has already proven its capacity and commitment in ensuring the sustainability of its projects. The DHS funded project, *Tackle!* Upstander Training (Grant No. EMW-2020-GR-00093) has been delivered as per its IMP and Muflehun is now in the process of obtaining additional funding from foundations to continue the project as a Muflehun program, with sustained funding starting within a quarter. Similar efforts will be made for the *Tackle!* Podcast.

As with any successful podcast series, the sustainability is primarily dependent on the scale of the audience. A critical base of 10,000 unique listeners is considered essential for continuity. The *Tackle!* Podcast is targeting 20,000 unique listeners which will ensure a listener base for continued seasons. The revenue streams to produce future seasons of *Tackle!* Podcast will be generated from a combination of sources.

Membership, Subscription, or Premium Models: Similar to any successful podcast series, Muflehun is in the process of designing the *Tackle!* Podcast to attract loyal listeners who are already participants of subscription or premium models, in which paying subscribers receive extra perks (such as limited ads, bonus episodes, archival episodes, early access to live events or content, members-only content, etc.). Muflehun will distribute the podcasts through the Art 19 platform to all leading podcast apps (i.e., Apple Podcast, Google Podcasts, iHeart, Tune In, Stitcher, etc.) which have a large subscription base. The revenue share from these subscriptions will be significant for the production, distribution, and promotion of future seasons of *Tackle!* Podcast.

Foundation Support: Muflehun is already in discussion with foundations interested in financially supporting the existing *Tackle!* Upstander Training program. These and many other foundations are likely to be interested in providing similar support for continuing the *Tackle!* Podcast in future seasons. In addition, Muflehun's partner, Media Syndication Services has deep relationships with foundations specifically supporting podcasts that align with their mission. As a part of the partnership, MSS has assured introduction to several such future funding foundations.

Advertising with Social Objectives: For an important challenge that *Tackle!* Podcast is going to confront, many corporate entities are likely to participate in advertising their products and socially responsible missions. The podcast industry already has existing platforms which facilitate these relationships. Muflehun will utilize these existing relationships and build its own advertising portfolio.

Sponsorship: Sponsorship is a proven model of public media and has now transcended into the social interest podcast sector. Sponsorship is different from advertising, primarily due to the live mention by the host of the podcast of the financial support provided by an entity while mentioning its product/service and contact information/website to listeners, in exchange for significant financial contributions. Muflehun will be offering such opportunities for sponsorship to interested parties.

Cross-selling Muflehun's expertise on the podcast: Public knowledge of Muflehun's subject matter expertise through the *Tackle!* Podcast will facilitate developing an advisory service model for Muflehun as well. This parallel revenue stream will allow Muflehun to subsidize its podcast production and distribution costs in future *Tackle!* Podcast seasons.

In summary, Muflehun already has a blueprint for a combination of revenue streams for the *Tackle!* Podcast to ensure sustained efforts of future seasons of the *Tackle!* Podcast series.

5. BUDGET DETAIL AND NARRATIVE

Table 1 lists the total requested amount of \$374,996 as per budget category (NOFO template). The *Tackle!* Podcast focuses on two project types listed in Appendix B of the NOFO. The costing will be roughly divided by: (i) Raising Societal Awareness (60%), and (ii) Bystander Training (40%).

The total budget is 50% higher than the combined target award amounts in the NOFO for both types (\$150,000 and \$100,000 respectively). The high-quality production of the podcast with the return on the project is in orders of magnitude compared to a regular project for those types. Muflehun expects at least 20,000 unique listeners (with 200,000 impressions), which is a significant size audience. With less than \$375,000 total cost for 20,000 beneficiaries results in the minimal unit cost of \$18.75 only. The efficiency and scale of the awareness raising efforts of this project certainly justifies the slight deviation from the target award amounts stated in the NOFO.

Table 1: Budget as per NOFO Template

(b)(4)

(b)(4)

Appendices

Appendix A

Implementation and Measurement Plan

**Tackle! Podcast
OTVTP Implementation &
Measurement Plan**

Organization Name	MUFLEHUN
Project Title	Tackle! Podcast
Grant Number	DHS-22-TTP-132-00-01
Grant Implementation Period	October 2022 – September 2024

Project Goal Statement

Recognizing that the 2019 DHS Strategic Framework for Countering Terrorism and Targeted Violence Goal 3 (Prevent terrorism and targeted violence) considers enhancements in core capabilities for Public Information, Community Resilience and Long Term Vulnerability Reduction as “critical elements necessary to ensure a secure and resilient Nation” and domestic prevention helps in “protecting the American people and reducing the burden on the criminal justice system;”

The *Tackle!* Podcast will be a complementary and contemporarily relevant approach to achieve the followings goals:

- **Goal 1:** To efficiently scale-up the community awareness of the radicalization to violence process by applying case studies and using storytelling approaches adapted from the current Tackle! Upstander Training curriculum
- **Goal 2:** To significantly scale up Raising Societal Awareness (Promising Practices Project Type 1) and Bystander Training (Project Type 6) by several orders of magnitude, while reaching small and mid-sized isolated local communities at a fraction of the unit cost of previous efforts by using podcasts as a delivery mechanism of broadcast media.

This effective communication mechanism, coupled with significant cost-efficiency is a sustainable way to build community resilience and reduce long term vulnerability, and can be scaled up nation-wide with additional marketing costs for advertising in other parts of the country after the first pilot season

Target Population

Based on analysis from the Muflehun CREWS project, the targeted audience for the first season of the Tackle! podcast will be small and medium population size communities where there is a strong overlap of hate crimes, mass casualty attacks, and as well as the location of habitation of terrorism perpetrators (not the location of attack as many incidents are far from where the perpetrator resides). These will be along the Northeast I-95 corridor (where the Muflehun CREWS project is already underway), and in the Pacific Northwest region where there have historically been many incidents and insufficient allocation of funding for awareness or prevention programs. These regions can be revised based on discussions with DHS CP3. The target audience of at least 20,000 unique listeners, will be 35 – 54 years old male and females.

Goal 1: To efficiently scale-up the community awareness of the radicalization to violence process by applying case studies and using storytelling approaches adapted from the current Tackle! Upstander Training curriculum

Objective 1.1: Develop eight detailed case studies to use as context and content for teaching Tackle! curriculum modules, through research of recent domestic terrorism and targeted violence incidents in the US for at least three of the five different ideology and/or motivation categories as specified in the 2021 ODNI assessment of “Domestic Violent Extremism Poses Heightened Threat in 2021”) within six months.

Objective 1.2: Convert the Tackle! Curriculum into a storytelling- based case study format within four months. Design how each case study can be analyzed from the lens of the main modules of the curriculum (threat, ideology and grievances, risk/protective factors, public health approach to violence prevention, behavioral indicators, upstander skills)

Goal 1 IMPLEMENTATION PLAN

Objectives	Activity	Inputs/Resources	Time Frame	Anticipated Outputs
<i>Objective 1.1:</i> Develop eight detailed case studies within six months	<i>Activity 1.1.1 Review the incidence of domestic terrorism and targeted violence cases in USA during the last ten years, selecting at least 12 for a deep dive</i>	Muflehun Team	Oct 2022 – Jan 2023	12 domestic terrorism and targeted violence case reports
	<i>Activity 1.1.2 Conduct a deep case analysis of the 12 successful and thwarted attacks</i>	Muflehun Team	Dec 2022 – Mar 2023	Research drafts for internal review
	<i>Activity 1.1.3 Prepare reports on each case</i>	Muflehun Team	Dec 2022 – Mar 2023	Deep analysis report of 12 incidences
	<i>Activity 1.1.4 Finalize eight cases for using in the episodes for the podcast</i>	Muflehun Team	Feb – Mar 2023	Final eight cases with complete information
<i>Objective 1.2:</i> Convert Tackle! Curriculum into a storytelling- based case study format within four months.	<i>Activity 1.2.1 Remap the Tackle! Upstander Training Curriculum for better alignment of modules of the curriculum to real life cases, listing the ideology, risk and protective factors, behavioral indicators, role of</i>	Muflehun Team; Tackle! Upstander Training curriculum	Dec 2022 – Jan 2023	Tackle! Training curriculum summary in an itemized list of features

	<i>upstanders and local prevention frameworks etc.</i>			
	<i>Activity 1.2.2 Map the eight cases selected in Activity 1.1.4 as per the features in Activity 1.2.1</i>	Muflehun Team	Jan - Feb 2023	Eight cases with details listed along the Tackle! Curriculum itemized list
	<i>Activity 1.2.3 Restructure the eight cases to a true crime genre storytelling style and ensure curriculum alignment illustrating the features of the Tackle! curriculum</i>	Muflehun Team	Feb – Mar 2023	Eight cases restructured as per storytelling perspective

Goal 1 MEASUREMENT PLAN

Activity #	Performance Measures	Data Collection Method and Timeframe
1.1.3	Deep analysis report of 12 incidences	Report review by Project Lead by Mar 2023
1.1.4	Final eight cases with details of incidence and all involved stakeholders, potential interviewees	Case report review by Project Lead by Mar 2023
1.2.1	Tackle! Training curriculum summary in an itemized list of features	Case report review by Project Lead and Lead Researcher by Jan 2023
1.2.3	Eight cases restructured as per storytelling perspective	Case report review by Project Lead and Lead Researcher by Mar 2023

Goal 2: To significantly scale up Raising Societal Awareness (Promising Practices Project Type 1) and Bystander Training (Project Type 6) by several orders of magnitude, while reaching small and mid-sized isolated local communities at a fraction of the unit cost of previous efforts by using podcasts as a delivery mechanism of the broadcast media.

Objective 2.1: Produce eight podcast episodes and an introduction segment for the first season of the Tackle! Podcast based on the eight case studies in six months. The episodes will be professionally produced with original scriptwriting, interviews and sound mixing at a commercial level, using an engaging storytelling style from the true-crime investigation genre.

Objective 2.2: Develop a distribution and marketing campaign using targeted social media and internet promotion campaign to ensure 200,000 impressions of the podcast are reached, with a focus on small and medium communities along the Northeast I-95 corridor where the CREWS project is already underway, and in the Pacific Northwest, in three months.

Objective 2.3: Distribute and market the podcasts through several tools, primarily the Art 19 platform (www.art19.com) to all leading podcast apps (i.e. Apple Podcast, Google Podcasts, iHeart, Tune In, Stitcher, etc.) to ensure 20,000 unique listeners of at least one episode of the podcast while simultaneously tracking audience metric and analysis over three months.

Goal 2 IMPLEMENTATION PLAN

Objectives	Activity	Inputs/Resources	Time Frame	Anticipated Outputs
<i>Objective 2.1:</i> Produce eight podcast episodes in six months	<i>Activity 2.1.1 Develop detailed outline for each episode</i>	Muflehun Team; Media Syndication Services Team	Apr – May 2023	Eight episode outlines
	<i>Activity 2.1.2 Write and finalize script for each episode</i>	Muflehun Team; Media Syndication Services Team	May – Jun 2023	Eight episode scripts
	<i>Activity 2.1.3 Conduct interviews for each episode</i>	Muflehun Team; Media Syndication Services Team	May – Jun 2023	At least two interviews per episode (16 interviews)
	<i>Activity 2.1.4 Develop, design and edit sound score for each episode</i>	Muflehun Team; Media Syndication Services	Jun – July 2023	Eight sound tracks/ one per episode

Objectives	Activity	Inputs/Resources	Time Frame	Anticipated Outputs
		Team		
	<i>Activity 2.1.5 Train co-hosts for script delivery and record all episodes</i>	Muflehun Team; Media Syndication Services Team	May – Jun 2023	Two trained co-hosts
	<i>Activity 2.1.6 Produce and edit all episodes</i>	Muflehun Team; Media Syndication Services Team	July – Sept 2023	Eight draft episodes
	<i>Activity 2.1.7 Test episodes on a small, selected audience</i>	Muflehun Team; Media Syndication Services Team	Sept 2023	Test results of draft episodes
	<i>Activity 2.1.8 Finalize all eight episodes</i>	Muflehun Team; Media Syndication Services Team	Sept 2023	Eight final episodes
<i>Objective 2.2: Develop a distribution and marketing campaign in three months</i>	<i>Activity 2.2.1 Develop marketing plan</i>	Muflehun Team; Media Syndication Services Team	Oct 2023	Comprehensive marketing plan
	<i>Activity 2.2.2 Conduct A/B testing for refining marketing plan with a focus on small and medium communities along the Northeast I-95 corridor and in the Pacific Northwest</i>	Muflehun Team; Media Syndication Services Team	Nov 2023	A/B Testing results report
	<i>Activity 2.2.3 Develop distribution plan for podcast</i>	Muflehun Team; Media Syndication Services Team	Dec 2023	Distribution plan
<i>Objective 2.3: Distribute and market the podcasts over three months</i>	<i>Activity 2.3.1 Distribute the podcast through several tools, primarily using the Art 19 platform (www.art19.com) to all leading podcast apps (i.e. Apple Podcast, Google Podcasts, iHeart, Tune In, Stitcher, etc.)</i>	Muflehun Team; Media Syndication Services Team	Jan – Mar 2024	Weekly episode distribution reports
	<i>Activity 2.3.2 Implement the marketing campaign to ensure 200,000 impressions and 20,000</i>	Muflehun Team; Media Syndication Services Team	Jan – Mar 2024	Weekly monitoring reports response of audience

Objectives	Activity	Inputs/Resources	Time Frame	Anticipated Outputs
	<i>unique listeners</i>			
	<i>Activity 2.3.3 Track and analyze audience metrics</i>	Muflehun Team; Media Syndication Services Team	Jan – May 2024	Final audience reach report

Goal 2 MEASUREMENT PLAN

Activity #	Performance Measures	Data Collection Method and Timeframe
2.1.2	Eight episode scripts for quality	Scripts approved by Executive Producer by June 2023
2.1.3	Interviews content review	Interviews content approved by Executive Producer by June 2023
2.1.4	Sound score review	Sound track approved by Executive Producer by July 2023
2.1.5	Two trained co-hosts	Trained co-hosts approved by Executive Producer by May 2023
2.1.6	Draft episodes reviewed	Draft episodes assessed by Project Lead, Lead Host and Executive Producer by Sept 2023
2.1.8	Final episodes approved	Final episodes approved by Project Lead, Lead Host and Executive Producer by Sept 2023
2.2.1	Marketing Plan approved	Marketing plan approved by Project Lead and Lead Host by Oct 2023
2.2.2	A/B Testing results report reviewed	Report approved by Project Lead by Nov 2023
2.2.3	Distribution plan finalized	Distribution plan approved by Project Lead by Dec 2023
2.3.1	Weekly episode distribution reports reviewed	Weekly episode performance reports reviewed by Project Lead, Lead Host and Executive Producer during Jan – Mar 2024

Activity #	Performance Measures	Data Collection Method and Timeframe
2.3.2	200,000 impressions on audience and 20,000 unique listeners	Reports provided by Art 19 platform reviewed weekly by Project Lead, Lead Host and Executive Producer during Jan – Mar 2024
2.3.3	Final metrics report	Reports provided by Art 19 platform, media mentions and DHS CP3 feedback reviewed weekly by Project Lead, Lead Host and Executive Producer by May 2024

APPENDIX A:
RISK MANAGEMENT PLAN

Risk Identified	Risk Analysis	Risk Management Plan
Insufficient details available for at least twelve incidences	It is unlikely that details of at least twelve incidences will not be available. There is a chance that more than twelve incidences will need to be reviewed to gather sufficient information for twelve.	Muflehun has built in time for additional work to be conducted for more than twelve incidences to be investigated and relevant information collected
All content of the Tackle! Upstander Training curriculum will be challenging to map into a storytelling format for each episode	The Tackle! curriculum will need to be selectively transformed into storytelling format, with emphasis on the more important features, depending on each case .	Muflehun has already tested several features in case studies while delivering the training to nine cohorts in a previous project
There might be insufficient interviewees available for discussion in some episodes	Due to the tight timeline of the project and the uncertainty of availability of stakeholders during the interview dates scheduled for each episodes, some episodes might risk insufficient involvement of relevant individuals.	Muflehun plans to reach out to more stakeholders than is minimally required per episode, reducing the probability of insufficient content collection for each episode
High travel costs	Depending on the location of the incidence and of the interviewees, the budgeted travel costs might result in being insufficient	Media Syndication Services has already proposed a Plan B of conducting remote interviews in the event the costs are too high for in person discussion with the Host
The episodes will not attract / retain the attention of audience in each episode long enough to inform them of the essential features of the Tackle! Curriculum	Any podcast has the risk of audience drop-out unless the content is interesting enough to retain the attention of the listener.	Media Syndication Services is very successful in producing high retention podcasts by ‘front-loading’ the episode with interesting information to disseminate the most important content as well as retain the listeners longer

Risk Identified	Risk Analysis	Risk Management Plan
Another podcast series is produced in competition to the Tackle! Podcast during the same time of release	The Tackle! Podcast is designed with very unique content and is unlikely to be rivaled by a similar production	In the event there is any competition faced, a well-designed marketing campaign will ensure meeting the minimum audience number of 20,000 unique listeners

Appendix B

Resume' / CV of Key Personnel

1. Project Team
 - a. Adnan Ansari
 - b. Humera Khan
 - c. Amanda E. Rogers, Ph.D.

Adnan Ansari

Preventing/Countering Violent Extremism ~ Economic Growth ~ Fragile Region Stabilization

Profile

Adnan Ansari has strategic leadership experience in the planning, management and operation of international development projects, financial institutions and non-profit organizations. He has managed multiple projects funded by USAID, World Bank, IFC, ADB and several foundations.

His advisory service experience in Preventing/Countering Violent Extremism and economic growth ranges across providing solutions for complex problems to policy makers and central banks, capacity building of local governments and financial institutions, developing innovative solutions to complex problems, enabling sustainable private sector ecosystems in frontier markets, SME and entrepreneurship development, social resilience building in fragile regions, and food systems adaptation to mitigate climate change.

Adnan has significant field experience in fragile contexts in East Africa, South/South-east Asia and MENA regions. He has worked on local capacity building and reconstruction of economies recovering from natural disasters, social uprisings, recurring conflict or experiencing ongoing insurgencies.

Adnan is the co-founder and Executive Director of Muflehun and in the past has managed project portfolios worth over USD 30 million at non-profit organizations, has held executive management positions at start-up financial institutions steering their path to becoming industry leading entities and is a co-founder of a non-profit which focuses on social stabilization in fragile regions.

Key Qualifications

Technical Areas

- Preventing / Countering Violent Extremism
- Fragile and post-conflict region stabilization
- Minority communities economic growth
- Financial markets & private enterprise development
- Climate change resilience building
- Humanitarian response in fragile regions

Cross-Cutting

- Executive management of non-profit organizations
 - Complex multi-year project management
 - Human centred program design
 - Capacity building of teams and stakeholders
 - Multiple stakeholder interest coordination
 - Program assessments for improved effectiveness
-

Country Experience

- Asia: Afghanistan, Bangladesh, Kazakhstan, Nepal, Pakistan, Philippines, Sri Lanka, Tajikistan
 - Africa: Ethiopia, Kenya, Somalia, Tanzania, Uganda
 - MENA: Egypt, Iraq, Saudi Arabia, Tunisia
 - Americas: El Salvador, USA
-

Education & Certifications

- | | | | |
|-------|---|------|--|
| • MS | Agricultural Economics | 1997 | Michigan State University, USA |
| • MBA | Marketing & Finance | 1991 | University of Karachi, Pakistan |
| • BBA | Marketing & Finance | 1990 | University of Karachi, Pakistan |
| • | Climate Change: Financial Risks and Opportunities | 2019 | Imperial College Business School (EdX) |
| • | Executive Data Science Specialization | 2020 | Johns Hopkins University (Coursera) |
-

Adnan Ansari

Employment History

Executive Director: Muflehun, Washington, DC, New York, NY (2015– Present)

- Project Lead in DHS TVTP funded project, Community Resilience Early Warning System (CREWS)
- Co-founder of resource center designing contextualized social solutions for stabilization in fragile regions
- Program and project leader for prevention and intervention related projects
- Designed solutions to provide alternatives to youth and intervention approaches for vulnerable communities
- Training and capacity building of policy makers, religious / community leaders and youth

Senior Consultant / Technical Advisor: DAI / Winrock International / Chemonics International / Capital Impact Partners, Washington, DC (2016 – 2020)

- Applied human centred program design thinking to help clients in project design and program planning
- Technical solutions provided to USAID, USDA and J.P.Morgan funded projects in areas of frontier markets development, women and minority owned SME development, innovative finance, agriculture finance, climate change resilience, food systems strengthening in Afghanistan, Bangladesh, Iraq, Pakistan, Philippines and USA
- Prepared strategic plans to launch new funds, mobilize private capital, increase financial access for SMEs

Global Group Lead, New Markets: Enclude, Inc. Washington, DC (2013– 2015)

- Team leader for business development and project implementation in financial inclusion and emerging markets
- Provided advisory services to partners and clients including IFC, ADB, World Bank, Gates Foundation with focus on market assessments, SME development, value chain, agricultural and housing finance

Senior Financial Sector Advisor: Chemonics, Inc. - USAID/Financial Access for Investing in the Development of Afghanistan (FAIDA), Kabul, Afghanistan (2012 – 2013)

- Provided management support to Chief of Party in a USD 120 million project supervising a project team of over 100 staff ensuring strategic planning and implementation of work plan
- Technical support to all aspects of financial sector development at macro, meso and micro levels, designing customized solutions in post-conflict environment

Vice President, Programs: Islamic Relief USA, Alexandria, VA (2010 – 2012)

- Provided executive leadership in all areas of humanitarian relief, managing programs portfolio worth \$30 million
- Oversaw program design, funding, implementation, monitoring and evaluation in more than 25 countries
- Led deployment of emergency response teams in USA, Somalia, Kenya, Ethiopia, Tunisia and Pakistan

Director: Abacus Strategy, Sterling, VA (2006 – 2010)

- Served various clients for market research and financial product development in emerging markets

Vice President, Product Development and Management: Saudi Home Loans, Riyadh, SA (2008 – 2009)

- Built and led new financial product development, legal and Shariah teams of more than 20 members
- Liaised with investment banks for capital raising and mortgage backed securitization
- Developed pricing strategy and structured go-to-market strategy leading to USD 1 billion sales

Manager of Investor Operations: Guidance Financial Group, Reston, VA (2002 – 2006)

- Headed the organizational change process of Sharia compliant housing finance operations
- Restructured pricing strategy and risk management of company, transforming yearly losses to profits
- Managed servicing department and securitization of mortgage products

Director of Research: Devex, Washington, DC (2001 – 2002)

- Set up and managed the research division with team of 16 staff members for online services

Senior Analyst: ISTI - Center for International Health Information, Arlington, VA (1997 – 2001)

- Analysed USAID strategic plans and results reports to review program performance

Research Assistant: Michigan State University, East Lansing, MI (1994 - 1996)

- Conducted research on estimating demand for water and sanitation in Cairo; fiscal impact of Detroit urban sprawl

Selected Project Summaries

Community Resilience Early Warning System (DHS)

Leading the DHS CP3 funded data-driven innovation program to prevent domestic terrorism and targeted violence. CREWS will help build resilience by prioritizing community-level risk and protective factors, generating need-based local prevention framework priorities, and steering local and federal resource allocation towards effective prevention programming.

Tackle! Upstander Training (DHS CP3)

Mead Trainer for the project to train community leaders enhancing their awareness of the threat of targeted violence and domestic terrorism, and increase their knowledge of what steps to take to prevent domestic terrorism and violent extremism in their communities

Iraq Ninewa Investment Facilitation Initiative (USAID)

Assessed investment readiness of 16 SMEs in the Ninewa region of Iraq and prepared them to meet investor interests; supported private capital mobilization and matchmaking of SMEs with potential investors

Afghanistan Trade and Revenue Project (USAID)

Facilitated establishment of public-private partnerships for Afghan Civil Aviation Authority (ACAA); researched prospects for special economic zones (SEZ) in the country to attract private sector investments

Financial Access for Investing in the Development of Afghanistan (USAID)

Project management on \$120 million project with over 100 staff; technical leadership in areas including Enterprise; Banking Capacity; Financial Institutions; Regulatory; Branchless Banking

Developing Capacity Building for the Mortgage Market in Tanzania (World Bank)

Conducted gap assessment in the mortgage sector of the country and analysed the needs of commercial banks and central bank; provided technical support in capacity building of the stakeholders

Housing Finance Capacity Building in South and South-east Asia (ADB)

Conducted due diligence of bank in Sri Lanka to assess mortgage unit performance; mortgage capacity building including preparing Mortgage Lending Manual and training material for housing finance

Fiscal Impact of Population Growth in Urban Areas of Michigan (SEMCOG)

Conducted fiscal analysis of urban sprawl on public service costs and impact on utility costs for end users, exploring potential solution of greater Detroit City

Entrepreneurs of Color Fund (JP Morgan Chase)

Launched the fund (in partnership with local CDFIs) designed to address inequities by providing minority-owned businesses in the DC metro region lacking critical access to capital for equitable growth

G20 SME Finance Challenge Fund (World Bank)

Evaluated effectiveness of performance-based grants in supporting the achievement of stated objectives

Diagnostic Study of Affordable Housing in Urban Pakistan (State Bank of Pakistan)

Assessed the demand for housing and housing finance product preferences of low-income groups in country – applied by government in affordable housing program

Financial Inclusion Support Framework for Agriculture Dependent Households (World Bank)

Researched financial needs of Agriculture Dependent Households, reviewing transfer, credit, saving and insurance services of microfinance institutions

Missing Middle in the Global Agriculture and Food Security Program (GAFSP) (World Bank)

Progress assessment to identify systemic funding and technical assistance strategies for the “Missing Middle”

Pakistan Agricultural Development Project (USDA)

Conducted market assessment to identify opportunities for financial institutions to offer innovative credit products; provided solutions to gaps in practices to improve climate change resilience for stakeholders in relevant value chains

Philippines Cold Chain Project (USDA)

Provided solutions to mitigate impact of climate change on food systems through adaptable technology integration; Reduced food loss through partnering with financial institutions to improve credit access to food system stakeholders

Cold Chain Bangladesh Alliance (USAID)

Assessed and provided solutions to gaps in selected horticulture/dairy supply chains from small farmers/producers to urban markets & private sector food processors

Strengthening Rural Financial Services for Smallholder Farmers in Ethiopia (Agriculture Transformation Agency; Gates Foundation)

Developed strategy to strengthen the rural financial system in Ethiopia through flexible credit; incentivized savings; institutional risk management; improved service delivery; financial literacy. Increased capacity of local financial institutions to lend to small-holder farmers and agri-business SMEs.

HUMERA KHAN

SUMMARY

Experienced executive with 20+ years' global experience in policy advisory and strategy planning for multi-national organizations, government agencies and private sector. Subject matter expert in preventing, countering and mitigating extremist violence and terrorism.

- Policy Analysis - Government Relations - Strategy - Leadership - Public Speaking
- Research - Design Thinking - Program Design - Capacity Building - Scenario Planning
- System Dynamics - Agent Based Modelling - Cross Impact/Morphological Analysis

EMPLOYMENT HISTORY

Muflehun, Washington DC

President, (2021- present)

President, (2018-2020)

Executive Director, Washington, DC (2010-2017)

- Co-founded resource center to counter hate, violent extremism and terrorism
- Build brand reputation as global thought leader in preventing hate and extremism
- Deepen multi-stakeholder engagement between civil society, private sector and governments
- Advocate for human-rights informed policy guidelines and good practices
- Manage teams designing and piloting prevention and intervention programs
- Project Lead and Lead Trainer on the DHS OTVTP grant funded *Tackle!* Upstander Training project
- Technical Lead of DHS OTVTP grant funded Community Resilience Early Warning System (CREWS) project
- Develop response strategies to undermine abuse of online platforms by extremists and terrorists, based on emerging threat trends
- Introduce research-based approaches to build knowledge and capacity of key stakeholders to prevent online radicalization to violence, build resilience and improve digital literacy
- Developed and piloted multiple curricula to train youth influencers, community leaders and municipal governments on policy analysis, community engagement and strategic communication
- Testified before US House Committee on Foreign Affairs on the role of "Women's Education: Promoting Development & Countering Radicalism"
- Awarded FBI Director's Community Leadership Award

UN Security Council Counter-Terrorism Committee Executive Directorate, New York, NY

Strategic Advisor to the Assistant-Secretary General (Apr 2020- Jan 2021)

Strategic Communications Officer- CVE and Countering Terrorist Narratives (Apr 2020- Jan 2021)

Senior Consultant- CVE and Narratives, (March 2017-Dec 2017)

- Provided political and strategic advice to the Assistant-Secretary General on counter-terrorism policy, and on managing relationships with Member States and Principals of UN Agencies
- Designed and led CTED strategic planning exercise for mandate renewal of special political mission
- Managed CVE & Countering Terrorist Narrative portfolio (including outreach and awareness activities) to develop consensually approved guidelines for implementation of S/RES/2354
- Researched and analysed member-state CVE and counter-narrative portfolios for good practices and alignment with international human rights standards (including freedoms of expression and religion)
- Cultivated and expanded multi-stakeholder partnerships for the CVE/Human Rights team and Office of the Executive Director

HUMERA KHAN

Georgia State University, Atlanta, GA (2015- present)

Co-investigator, DOD Minerva project

- Derived policy recommendations for countering terrorism based on research insights from the *Mobilizing Media: A Deep and Comparative Analysis of Magazines, Music, and Videos in the Context of Terrorism* project
- Analysed ideology and significance narratives in terrorist propaganda

Organization for Security and Cooperation Europe (OSCE), Vienna, Austria (March 2018 - Dec 2018)

Lead Consultant- Leaders Against Intolerance and Violence Extremism (LIVE) project

- Developed and piloted LIVE curriculum to train community and religious leaders on policy analysis, community engagement and strategic communication (countering terrorist narratives) for Preventing and Countering Violent Extremism and Radicalization Leading to Terrorism
- Reviewed and updated LIVE youth curriculum

George Washington University, Washington DC (2017)

Adjunct Faculty, Elliott School of International Affairs Security Policy Studies Program

- Developed and taught graduate course on *Identity and Countering Violent Extremism*

Abacus Strategy, Washington, DC (2007– 2010)

Director

- Conducted systems-based scenario and strategy planning for corporate, government and non-profit organizations; tested new methods for wildcard identification and mitigation of extreme event impacts

The Arlington Institute, Arlington, VA (2002 – 2007)

Principal (2004-2007)

Senior Consultant (2002-2004)

- Managed multi-stakeholder Theory & Operations team designing new methodologies for threat anticipation and risk mitigation for government client's "Risk Assessment and Horizon Scanning" program.
- Developed collaboration and networking guidelines for inter-agency threat assessments; translated new methods into functional requirements for software development; designed curriculum and managed training of intelligence analysts
- Led simulation-based scenario planning and strategy development for technology forecasting and geopolitical analysis for government and corporate clients

Powersim Corporation, Reston, VA (1999 – 2002)

Senior Consultant

- Conducted simulation-based strategy planning, process analysis and training exercises for Fortune 500 and government clients

Graduate Teaching Assistant, MIT, Cambridge, MA (Spring 1997)

- Nuclear Engineering Department: "Probability, Quality Control, Risk Assessment and Management"

Researcher, MIT, Cambridge MA (1993-1997)

- MIT Energy Lab: Built simulation models of knowledge transfer, labor allocation & maintenance scheduling at nuclear power plants
- MIT Nuclear Engineering Department: Investigated commercial Computational Fluid Dynamics software to model fission product transport, and plate-out distribution in Vented Low Pressure Containments, for Modular High-Temperature Gas-Cooled Reactors. Designed and ran proof-of-principle experiments for passive cooling of reactor containments for the Electric Power Research Institute.
- MIT Plasma Fusion Center: Refined optimization programs for super-conducting magnet dimensions.

HUMERA KHAN

EDUCATION

- MA, Islamic Studies, 2004; Graduate School of Islamic and Social Sciences, Leesburg, VA
- SM, Technology and Policy, 1998; Massachusetts Institute of Technology, Cambridge, MA
- SM, Nuclear Engineering, 1998; Massachusetts Institute of Technology, Cambridge, MA
- SB, Art and Design, 1996; Massachusetts Institute of Technology, Cambridge, MA
- SB, Nuclear Engineering, 1995; Massachusetts Institute of Technology, Cambridge, MA

BOARDS AND MEMBERSHIPS

- Member, National Muslim-Jewish Advisory Council, 2017- present
- Board Member, Life After Hate, 2017-2020, 2021-present
- Member, GCERF Independent Review Panel, 2021- present
- Chair, GCERF Independent Review Panel, 2015- 2020
- Member, USIP Working Group on Terrorism After the Caliphate, Task Force on Extremism in Fragile States, 2018
- Board Member, FBI WFO Citizens Academy Alumni Association 2012-2017
- Member, Atlantic Council Middle East Strategy Taskforce 2015-2016

PUBLICATIONS

- Khan, H. and Ansari, A., Countering Violent Extremism Framework (book chapter in “Ecology of Violent Extremism”), Rowman & Littlefield 2018
- Khan, H, Countering Violent Extremism and the Role of Meta-narratives, *Terrorismo e Comunicazione Journal* n.2/2017
- Khan, H, Why Countering Extremism Fails, *Foreign Affairs*, Feb 18, 2015
- Khan, H, “Women’s Education: Promoting Development and Countering Radicalism,” Testimony submitted to the House Committee on Foreign Affairs, 2014
- Khan, H, Using “Violent Jihad” as a Synonym for Terrorism Undermines US CVE Policy, Muflehun Policy Brief, 2013
- Khan, H and Magid, M, *The Muslim-Majority and Muslim-Minority Communities in a Global Context*, Brookings Institute 2011
- Khan, H, “The RAHS System: Current and Future Capabilities” Singapore, 2008
- Petersen, J, Khan, H, Erickson, D, *A Strategy: Moving America Away From Oil*, Arlington, VA, 2003
- Khan, H, *Impact of the Institute of Nuclear Power Operations on Plant Performance & Operations*, Cambridge, MA, 1998
- Khan, H, *The Feasibility of a Distributed Molybdenum-99 Supply System for USA*, Cambridge, MA, 1995
- Driscoll, M, Khan, H, *An Evaluation of Passive Spray Cooling for Nuclear Reactor Containments*, Cambridge, MA 1993

CURRICULUM VITAE

AMANDA E. ROGERS, PH.D.

Fellow, The Century Foundation (New York, New York)

EDUCATION

- Ph.D., Visual Culture / Middle Eastern, South Asian & Islamic Studies** 2013.
Emory University (Atlanta, Georgia)
- Bachelor of Fine Arts, Art History & Studio Art** 2005.
University of Kansas (Lawrence, Kansas)

RESEARCH INTERESTS

Visual Culture; Art; Propaganda; Political Violence; Terrorism; Media Studies; Critical Security Studies; Middle Eastern, African & South Asian Studies; Islamic Studies

APPOINTMENTS

- 2021 – present. Fellow. Citizenship and Its Discontents - Transnational Trends in Citizenship: Authoritarianism and the Emerging Global Culture of Resistance, The Century Foundation & Century International (New York, New York).
- 2020 – 2021. Visiting Assistant Professor. Middle Eastern & International Studies Programs, Hobart and William Smith Colleges.
- 2017 – 2020. National Endowment for the Humanities Visiting Assistant Professor of Middle Eastern & Islamic Studies, Colgate University.
- 2016 – 2017. Lecturer. Arabic Language and Arab Cultural Studies, School of Modern Languages, Georgia Institute of Technology.
- 2015 – 2017. Postdoctoral Fellow, “Mobilizing Media in the Context of Terrorism.” Transcultural Violence Initiative, Global Studies Institute, and Department of Communication, Georgia State University.
- 2013 – 2015. Andrew W. Mellon Postdoctoral Teaching Fellow. Institute for Research in the Humanities, University of Wisconsin-Madison.
- 2012 – 2013. Dean’s Distinguished Teaching Fellow. Department of Art History and Department of Middle Eastern and South Asian Studies, Emory University.
- 2011 – 2012. Assistant Director, Seminar Abroad in the U.A.E. “Voice and

CURRICULUM VITAE

- Visibility in Afro-Arab Women's History," Department of African Studies and Department of History, Carleton College.
- 2007– 2012. Jacob K. Javits Doctoral Fellow, Jacob K. Javits Foundation, United States Department of Education.
- 2007 – 2010. Lecturer, Arabic. Department of Middle Eastern and South Asian Studies, Emory University.

PUBLICATIONS

MONOGRAPHS

- Manuscript under consideration. *Affective Politics from Christchurch to Raqqa: ISIS, Neo Nazis, and the Crisis of Transnational Citizenship* (solicited monograph, Stanford University Press).
- In progress. *Semiotics of Rebellion from Morocco to Egypt: Advertising Allegiance and Marketing Revolution Beyond the "Arab Spring"* (monograph complete; projected submission date for publisher consideration: May 2023).
- In progress. *Politics, Gender, and the Art of Religious Authority: North African Women's Henna Practice in Transnational Comparative Perspective* (monograph complete; projected submission date for publisher consideration: August 2023).

SINGLE-AUTHOR, PEER-REVIEWED ARTICLES AND BOOK CHAPTERS

2021. "Hate Zines: Understanding 40 Years of Neo-Nazi Self-Publishing." *Broken Pencil* (Toronto, Canada).
2020. "Islamic State's Archive of the Digital Infinite: Imagined Museums, New Media, and Conflict Capitalism," *Minority Narratives in Middle Eastern Museums*, ed. Virginie Rey (Edinburgh: Edinburgh University Press).
2018. "Evil™: Islamic State, Conflict Capitalism, and the Geopolitical Uncanny," *Critical Studies on Security (Special Issue: "Who's Afraid of ISIS? The Politics of Hegemonic Fear)* 6:1, 118-135.
2017. "Genealogies of 'orthodox' Islam: The Moroccan Gnawa religious brotherhood, Blackness, and the figure of Bilal ibn Rabah," *Practicing Sufism: Sufi politics and performance in Africa*, ed. Abdelmajid Hannoum (New York: Routledge Press), 131-149.
2016. "Revolutionary Nuns, or Totalitarian Pawns: Women's Rights and Libyan State Feminism in the Wake of Mu'ammar al-Gaddafi," *Women's Movements in Post Arab Spring North Africa*, ed. Fatima Sadiqi (New York: Palgrave Macmillan), 177-194.
2014. "A Street Called Muhammad Mahmoud," *The Cairo Review of Global Affairs*

CURRICULUM VITAE

- (Summer), 14-15.
2012. “Warding off Terrorism and Revolution: Moroccan religious pluralism, national identity and the politics of visual culture,” *Journal of North African Studies*. 17, 455-474.
2011. “Art Historiography and the War on Terror: Foregrounding the Symbolic on Debates on Religious Extremism,” *Young Minds Rethinking the Mediterranean*, eds. Mensur Akgun and Lenka Petvoka (Istanbul: Istanbul Kultur University and the Global Political Trends Center), 94-117.

WORKS REPRINTED

2019. “Evil™: Islamic State, Conflict Capitalism, and the Geopolitical Uncanny,” “Who’s Afraid of ISIS?": *Towards a Doxology of War*, ed. Daniel Bertrand Monk (New York: Routledge).

POLICY BRIEFS & THINK TANK COMMENTARY

- Forthcoming. “Report: Militias Working Group (Citizenship and Its Discontents Transnational Trends in Citizenship: Authoritarianism and the Emerging Global Culture of Resistance),” *The Century Foundation and Century International* (New York).
- Forthcoming. “The Patriot–Terrorist Dichotomy,” *The Century Foundation and Century International* (New York).
2022. “Propaganda, profit, and post-truth partisanship in the media after January 6 (Experts React to the Year Since January 6),” *The Atlantic Council* (Washington, D.C.).
2021. “A World Still Disfigured by 9/11: The War on Terror Comes Home,” *The Century Foundation and Century International* (New York).
2021. “Biden’s Chance to Avoid Old Wars and New Pitfalls in the Middle East: Reverse Course on the Western Sahara.” *The Century Foundation and Century International* (New York).
2021. “Dismantling White Supremacist Infiltration of the Military and Law Enforcement,” *The Century Foundation* (New York).
2020. “The Death of Baghdadi: How ISIS Used al-Qaeda’s Mistakes to Build a Caliphate.” *The Atlantic Council* (Washington, D.C.).
2018. *Viewing Non-State Armed Groups from a Brand Marketing Perspective: A Case Study of the Islamic State* (New York: United Nations University (UNU), Department for Peacekeeping Operations (DPKO) & United Nations Children’s Fund (UNICEF).

ENCYCLOPEDIA ENTRIES

CURRICULUM VITAE

2013. “Body Adornment” in *Encyclopedia of the Middle East and South Asia*, Armonk: M.E. Sharpe.
2012. “Libya.” In *Worldmark Encyclopedia of the Nations*, Farmington Hills, MI: Gale Publishing.

CRITICAL REVIEWS (BOOKS, EXHIBITIONS & FILM)

2015. Book review: Jeff Halper, *War Against the People: Israel, the Palestinians and Global Pacification* (London: Pluto Press, 2015), *Muftah* (December).
2014. Film review: Jehane Noujaim, *The Square* (New York: Worldview Entertainment, 2014), *Muftah* (January).
2012. Exhibition review: Tafza Village Berber Ecomuseum, *African Arts*. 45: 2 (2012): 88-89.
2011. Book review: Fatima Sadiqi and Moha Ennaji, Eds. *Women as Agents of Change: Contextualizing Women’s Agency in the MENA Region* (New York: Routledge, 2011), *Journal of North African Studies* 16:3 (September 2011), 497-499.
2010. Book review of: Ghislaine Lydon, *On Trans-Saharan Trails: Islamic Law, Trade Networks, and Cross-Cultural Exchange in Nineteenth-Century Western Africa* (Cambridge: Cambridge University Press, 2009), *H-Net Reviews in the Humanities and Social Sciences* (July).
2010. Book review of Lisa Bernaseki. *Artistry of the Everyday: Beauty and Craftmanship in Berber Art* (Cambridge: Peabody Museum Press, Harvard University, 2008), *H-Net Reviews in the Humanities and Social Sciences* (February).
2009. Book review: Cynthia Becker, *Amazigh Arts in Morocco: Women Shaping Berber Identity* (Austin, TX: University of Texas Press, 2006), *H-Net Reviews in the Humanities and Social Sciences* (May).

SINGLE-AUTHOR BOOK MANUSCRIPTS IN PREPARATION

- Manuscript under consideration. *Affective Politics from Christchurch to Raqqa: ISIS, Neo Nazis, and the Crisis of Transnational Citizenship* (solicited monograph, Stanford University Press).
- In progress. *Semiotics of Rebellion from Morocco to Egypt: Advertising Allegiance and Marketing Revolution Beyond the “Arab Spring”* (monograph complete; projected submission date for publisher consideration: May 2023).
- In progress. *Politics, Gender, and the Art of Religious Authority: North African Women’s Henna Practice in Transnational Comparative Perspective* (monograph complete; projected submission date for publisher consideration: August 2023).

SINGLE-AUTHOR, PEER-REVIEWED BOOK CHAPTERS IN PREPARATION

CURRICULUM VITAE

In progress. “The Affective Politics of Citizenship from Christchurch to Shamima Begum: Globalization’s Nation-State in Crisis.” In: *Citizenship in the Contemporary Middle East and North Africa*, ed. Charis Boutieri (Cambridge, UK: Cambridge University Press).

In progress. “Jokes and Offensive Mistakes as Successful Strategies for Arabic Pedagogy and Language Acquisition: A Counterintuitive Approach.” In: *From Alif to Yaa: Journeys of Arabic Language Learners*, ed. Sara Hillman (East Lansing: Michigan State Press).

SELECTED DIGITAL PUBLICATIONS

- 2019. “When Britain revoked a jihadi bride’s citizenship, they fell for ISIS propaganda,” *Anti-Nihilist Institute*.
- 2018. “From ISIS to the Abortion Wars: America, We Need to Talk,” *Hummus for Thought*.
- 2015. “Think Again, Turn Away...From Lousy Public Diplomacy,” *Middle East Research and Information Project (MERIP)*.
- 2015. “ISIS Fan Boys as Force Multipliers,” *In Media Res*.
- 2013. “Go Home, Femen. You’re (Drunk) Boring,” *Muftah*.]
- 2013. “War Crimes in Afghanistan: Protective Anonymity and Lives that Matter,” *Muftah*.
- 2013. “Hunger Strikes at Guantanamo Bay: The Orwellian Geometry of ‘Asymmetric Warfare,’” *Muftah*.
- 2013. “Cultures of Violence: Woolwich, Jodi Arias and the Market Value of Atrocity,” *Muftah*.
- 2013. “Death Pornography: Mass Media, Atrocities, and Burial Politics After Boston,” *Muftah*.
- 2013. “Neoliberal Islamism: Egypt and the Effects of the IMF Loan,” *Muftah*.
- 2012. “Freedom of Expression Under Threat in North Africa: An Open Letter from Ganzeer,” *Muftah*.
- 2012. “After the Ceasefire, Ending the Siege: Gaza and the Spatial Logic of Resistance,” *Aslan Media Initiatives, Inc*.
- 2012. “The Conflict in the Gaza Strip: The Rhetoric of Hypocrisy and Illogic,” *Muftah*.
- 2012. “Image Politics: The Surrealism of Black Flags and the Egyptian Riots,” *Muftah*.
- 2012. “An Algerian Apocalypse for the Egyptian Elections? Not Quite,” *Muftah*.
- 2012. “Residents and Dissidents: Reflections on Libya from an outsider,” *Kifah Libya*.
- 2012. “Mohamed Mahmoud Graffiti, the Threat of Memory and an Unfinished Revolution,” *Aslan Media Initiatives, Inc*.
- 2012. “Evolving Flags and Unfulfilled Demands: Egypt’s artistic revolution continues,” *Aslan Media Initiatives, Inc*.
- 2012. “For a Leaderless Revolution, a Monument with No Curator: A Walk Through

CURRICULUM VITAE

- Imed Trabelsi's Looted Villa," *Aslan Media Initiatives, Inc.*
2012. "Revolution Redux, Tunis: Martyrs' Day and the People's Public Space," *Aslan Media Initiatives, Inc.*
2011. "Beggar? Activist? Artist? The Intriguing Case of Morocco's 'Street Cartoonist,' Si Ahmed," *Aslan Media Initiatives, Inc.*
2011. "The Erasure of Palestine: The disturbing censorship of Palestinian artist Larissa Sarsour," *Aslan Media Initiatives, Inc.*
2011. "From Walid Raad to Waltz with Bashir: Truth claims and contested images of the Lebanese civil wars," *Aslan Media Initiatives, Inc.*
2011. "Art is Politics: a conversation with Iraqi artist Wafaa Bilal, Parts I & II," *Aslan Media Initiatives, Inc.*
2011. "Crossing the Line: Libyan graffiti and the point of no return," *Aslan Media Initiatives, Inc.*

TRANSLATIONS

2012. "Freedom of Expression Under Threat in North Africa: An Open Letter from Ganzeer" (Commentary and Arabic-English Translation) in *Walls of Freedom: The Book on Street Art of the Egyptian Revolution*, edited by Don Stone and Basma Hamdy. Berlin: From Here to Fame Press.
2012. Penser la Cité artistiquement, Special Collection (Full-issue translation English, French, Arabic). *Zone Artistique Temporaire* (Tunis: Tunisia) No. 4.

SELECTED FELLOWSHIPS, GRANTS AND AWARDS

2020. Phi Beta Sigma Professor of the Year Award, Nominated. Colgate University.
- 2017 – 2020. National Endowment for the Humanities Visiting Assistant Professorship, Program in Middle Eastern & Islamic Studies, Colgate University.
- 2015 – 2017. Postdoctoral Fellow, "Mobilizing Media in the Context of Terrorism." Transcultural Violence Initiative, Global Studies Institute, and Department of Communication, Georgia State University.
- 2015 – 2016. Council on Foreign Relations, Visiting Scholar & Practitioner in Residence, Nominated.
- 2013 – 2016. The Roy Sieber Distinguished Dissertation in the Field of African Studies, Triennial Award, *Politics, Gender, and the Art of Religious Authority: North African Women's Henna Practice in Transnational Comparative Perspective* Arts Council of the African Studies Association (ACASA).
- 2013 – 2015. Andrew W. Mellon Postdoctoral Teaching Fellowship. Institute for Research in the Humanities and Department of Art History, University of

CURRICULUM VITAE

- Wisconsin, Madison.
- 2012 – 2013. Dean’s Fellowship for Distinguished Teaching and Curriculum Development, Department of Art History and Department of Middle Eastern and South Asian Studies, Emory University.
- 2012 – 2013. Andrew W. Mellon Distinguished Graduate Teaching Fellowship. Departments of Art History and Department of African Studies, Spelman College (Declined).
- 2011 – 2012. Multi-Country Comparative Research Fellowship (Algeria, Tunisia, Egypt). Council of American Overseas Research Centers (CAORC).
2011. Best Paper Prize, “Art Historiography and the War on Terror: Foregrounding the Symbolic in Debates on Religious Extremism,” Chios Institute for Mediterranean Affairs & Kadir Has University (Istanbul: Turkey).
- 2010 – 2011. Fulbright-Hays Doctoral Dissertation Fellowship (Morocco, France). United States Department of Education, Bureau of Educational and Cultural Affairs.
- 2010 – 2011. Long Term (Twelve-Month) AIMS Fellowship for Advanced Research (Morocco). American Institute of Maghrib Studies (Declined).
2009. Professional Development Fellowship (Intensive Arabic Program, Middlebury Language Institute). Laney Graduate School of Arts and Sciences, Emory University.
2008. Fellowship, American Institute for Yemeni Studies (program suspended due to security).
- 2007 – 2012. Jacob K. Javits Fellowship for Doctoral Studies. Jacob K. Javits Foundation, United States Department of Education.
- 2007 – 2008. Research Fellowship (Palestine), Institute for Comparative and International Studies (ICIS), Emory University.
- 2006 – 2007. Graduate Fellowship. Laney Graduate School of Arts and Sciences, Department of Art History, Emory University.
- 2005 – 2006. U.S. Student Fulbright Fellowship (Morocco). Institute for International Education, United States Department of State, Bureau of Educational and Cultural Affairs.

PROFESSIONAL TALKS

KEYNOTE LECTURES AND PLENARY ADDRESSES

2019. “The Affective Politics of Citizenship from Christchurch to Shamima Begum: Globalization’s Nation-State in Crisis,” (Keynote Address, Conditional Citizenship and Belonging? Britain’s ‘Muslim Question’ After the Shamima

CURRICULUM VITAE

- Begum Ruling). Sussex Centre for Migration Research (SCMR), University of Sussex (May).
2016. “Communications Strategies of Emergent Nation-States: The ISIS Corporate Insurgency,” (Keynote Address, Pan Canadian Defense Review) Centre for Security, Intelligence, and Defense Studies, Carleton University, Ottawa, Canada (August).
2016. “Breaking the Frame of Art History: Disciplinary Futures / Critical Interventions Beyond the Walls of the Museum” (Keynote Address, Annual Art History Honors Symposium). Department of Art History, Kennesaw State University (May).

INVITED LECTURES (NATIONAL AND INTERNATIONAL)

2022. Panelist, “The Transnational Crisis in Citizenship.” The Century Foundation, Century International, The Carnegie Corporation of New York and Open Society Foundation (April).
2022. “Critical Approaches to Terrorism and Counterterrorism in Media,” National Counterterrorism Innovation, Technology, and Education Center (NCITE) and School of Criminology and Criminal Justice, University of Nebraska Omaha (March).
2021. “Tom Metzger’s Operation Applesseed: 50 Years of White Supremacist Infiltration Strategy,” Moonshot CVE, London (September).
2021. “Terror/Counter-Terror Histories and Logics of Asymmetric Warfare: The American White Supremacist Movement in Transnational Contemporary Context.” Peace and Conflict Studies (PCON), Colgate University (April).
2021. “Parasitic Isolationism, Transnational Populism, and Symbiotic Extremisms: The Relationship between Armed White Supremacist and Islamist Groups.” Interdisciplinary University Studies, Middle East & Islamic Studies, and Peace and Conflict Studies, Colgate University (March).
2021. “The Challenge of Pluralism, 10 Years After the Arab Spring: Revolt, Terror and Technologies of Surveillance in the Middle East and North Africa.” Department of Critical Theory and Social Justice, Occidental College (March).
2021. “Parasitic Isolationism, Transnational Populism, and Symbiotic Extremisms: The Relationship between Armed White Supremacist and Islamist Groups.” Department of Critical Theory and Social Justice, Occidental College (March).
2020. “Representation and the Intimacy of Conflict: Personal, Professional, and Political Convergence.” Inescapable Truths: The James Foley Legacy & The Challenges of War Zone Reporting in the Middle East (panel in conjunction with Bradley McCallum’s opening, “Inescapable Truths: Works in Progress”). Wagner Gallery, Hagop Kevorkian Center for Near Eastern Studies and James W. Foley Legacy Foundation, New York University (February).
2019. “The Affective Politics of Citizenship from Christchurch to Shamima Begum:

CURRICULUM VITAE

- Globalization's Nation-State in Crisis." Center for Research in the Arts, Social Sciences, and Humanities (CRASSH), University of Cambridge (Cambridge, United Kingdom) (March).
2017. "Ocular Politics and the Visual Economy: Contingent Media in Contemporary Algeria." Asian and Middle Eastern Studies, Duke University (November).
2017. "Viewing Non-State Armed Groups from a Brand Marketing Perspective: A Case Study of the Islamic State." United Nations University (UNU), Peacekeeping Operations (January).
2016. "ISIS and the Stakes of the Nation-State: Deconstructing and Contextualizing the Narratives of 'Islamic State,' United States Embassy, Ottawa, Canada (August).
2016. "What's in a Name? Transnational Community, the Apparatus of Statehood, and ISIS' Propaganda Machinery," United States Consulate, Vancouver, Canada (August).
2016. "What's in a Name? Transnational Community, the Apparatus of Statehood, and ISIS' Propaganda Machinery," United States Consulate, Montreal, Canada (August).
2016. "What's in a Name? Transnational Community, the Apparatus of Statehood, and ISIS' Propaganda Machinery," United States Consulate, Toronto, Canada (August).
2016. "Inside the Boardroom-Battleground of the Islamic State": Nation-Branding, Viral Marketing, and the Future of Transnational Conflict," The Munk School of Global Affairs, University of Toronto, Toronto, Canada (August).
2016. "Looking Legitimate: Deconstructing the ISIS' Brand Hijacking Techniques for Outreach to Digitally Networked Teens," Japanese Cultural Center, Toronto, Canada (August).
2016. "ISIS Beyond the Violence: Contextualizing Recruitment Appeals in an Age of Memes, Multi-Media, and Instant Gratification," Edmonton Federal Building, Edmonton, Canada (August).
2016. "ISIS Beyond the Violence: Contextualizing Recruitment Appeals in an Age of Memes, Multi-Media, and Instant Gratification," Calgary Police Headquarters, Calgary, Canada (August).
2016. "Imperial Blowback: The Evolution of Political Islam." Political Science Department, Middle Eastern and Mediterranean Studies Campus. SciencesPo (Institut d'études politiques de Paris). Menton, France (April).
2016. State-Building and Strategy in ISIS Messaging: Islamophobia, Civilians, and Refugees." Department of Religion. Wofford College (March).
2016. "Tattoos, Terrorism, and Revolution: Gender, Religious Nationalism, and the Politicization of Moroccan Cultural Production." Department of African Studies, Department of Art History, and the Middle Eastern and North African Program.

CURRICULUM VITAE

- Wofford College (March).
2016. “The Fundamentals of Field Research: From Grant Proposals and IRB Clearance to the Honors Thesis and Beyond.” Intercultural Studies & Middle Eastern and North African Program, Wofford College (March).
2016. “Symbiotic Terrorism and the Paris Attack(s): October 17, 1961, and the Legacy of State Violence.” Department of French and German, Agnes Scott College (February).
2016. “Syria’s Refugee Crisis and the ‘Islamic State’ Propaganda Machine.” Middle Eastern and South Asian Studies, Emory University (January).
2015. “The War Within: Islamic ‘Extremism’ from Sayyid Qutb to Abu Bakr al Baghdadi.” Department of History, Queen’s University, Kingston, Ontario: Canada (March).
2015. “Prototypes for Web 2.0’s Caliphal (Trans)Nationalism: GCC Media Pioneers, Immersive Technologies, and Nation Branding the so-called ‘Islamic State.’” Middle East and North African Studies Program, Northwestern University (February).
2015. “Nation Branding the “Islamic State”: Cartographic Politics, Globalization and Shifting Power Centers after the Cold War.” Department of Art History, Northwestern University (February).
2015. “Breaking the Frame: Doctoral Futures and Critical Interventions Beyond the Boundaries of Discipline,” Department of Art History, Department of Anthropology, and the Graduate School at Northwestern University (February).
2014. “Black Flags, ISIS ‘Swag,’ and Jihadi Rap: Marketing Militancy after the Arab Spring.” Visual Studies Forum – Visual Studies and Politics Series, University of Kentucky (November).
2014. “On Personal Grief and the Strategic Success of ISIS Propaganda,” Middle East Institute and Department of Religious Studies, Georgia State University (October).
2012. “Visualizing Consciousness: Roots of Egyptian Feminist Struggle from Independence Commemorations to Post-Revolution Graffiti,” Department of Women’s Studies University of Minnesota (October).
2012. “The Arab Spring in the Country of a Million Martyrs: Image Politics in Contemporary Algeria,” Department of African Studies and Department of History, Carleton College (October).
2012. “al-ḥenna’ wa at-tadayyīn an-nissa’ ‘abr shamāl īfrīqīyya.” (Arabic lecture: “Henna and Women’s Practices of Body Adornment Across North Africa”), Department of Archeology and Department of Religion. l’université d’Alger II, Algiers: Algeria (March).
2012. “Image Warfare and the Arab Spring: What’s Next?” Department of Anthropology, University of Rochester (March).

CURRICULUM VITAE

- 2011. “Rap Music and Revolution: Soundtracks of Rebellion from Tunisia to Egypt.” Department of History and Department of African Studies, Carleton College (March).
- 2008. “Body Adornment and Women’s Culture in North Africa,” Department of Art History, Kennesaw State University (January).

CONFERENCE PRESENTATIONS

- 2022. Talk Title TBD, White Supremacy, Misogyny, and the ‘New’ Terrorism. Department of Philosophy, Syracuse University (June).
- 2017. “ISIS and the Stakes of the Nation-State: Deconstructing and Contextualizing the Narratives of ‘Islamic State,’ International Studies Association, Annual Conference Meeting, Baltimore, Maryland (February).
- 2016. “The Aesthetic Politics of Caliphal Legitimacy in a Globalized Marketplace: ISIS, Competitive Identity, and the Corporate Techniques of Public Diplomacy,” Panelist: Mobilizing Media: A Deep and Comparative Analysis of Magazines, Music, and Videos in The Context of Terrorism. VOX-Pol Project: Taking Stock of Research on Violent Online Extremism. Dublin City University, Dublin: Ireland (June).
- 2016. Invited Paper, “Captive Witness: John Cantlie’s Strategic Value for ISIS Propaganda.” Annual Muslim Studies Conference: Defining the Islamic. Muslim Studies Program, Michigan State University (April).
- 2014. “Algerian Martyrdom and Cultures of Remembrance,” Arts Council of the African Studies Association Triennial Conference (ACASA). Brooklyn Museum, New York (March).
- 2011. “Henna, Fatima’s Palm, and Memorializing the Casablanca Bombings of 2003,” Traces of Violence in Africa. School of African Studies, University of Beyreuth: Germany (July).
- 2011. “Art Historiography and the War on Terror: Foregrounding the Symbolic in Debates on Religious Extremism,” Chios Institute for Mediterranean Affairs. Kadir Has University, Istanbul: Turkey (April).
- 2008. “Answering Riverbend: Abu Ghraib and the Rupture of the Orientalist Image,” Reconsidering the ‘Orient’ and the ‘Occident’ in the 21st Century. State University of New York, Brockport (April).
- 2007. “Legitimizing Popular Islam: Bilal, Blackness and the Gnawa Brotherhood,” Sufi Arts, Rituals and Performance in Africa. University of Kansas, Lawrence, Kansas (February).
- 2006. “Odalisque to Abu-Ghraib: Sexualization, Control and Visual Colonialism,” Morocco in Western Art Symposium. International Fulbright Alumni Association, Marrakech: Morocco (November).
- 2006. “‘Liberalization’ of the Female Body: Media, Fashion and ‘Corporeal

CURRICULUM VITAE

- Colonialism,” The Gender Question in Human Development. Sidi Mohamed Ben Abdellah University, Fes: Morocco (April).
2006. “Blood, Art and Sexuality: Biological Underpinnings and Social Function of Body Adornment,” Thirteenth Annual Maghrebi Area Studies Symposium. Moroccan American Commission for Cultural Exchange, Rabat: Morocco (March).
2006. “Moroccan Henna and the Socialization of Gender Roles,” International Conference on Minorities and Minority Literatures. Mohamed I University, Oujda: Morocco (March).

DISCUSSANT/RESPONDENT

2020. Moderator and Panel Discussant, “Curating the Black Lives Matter Video Playlist.” Trump, Television and the Media. London Metropolitan University (October).
2016. Invited Facilitator & Discussant. Dialogue with Sohail Daultatzai, “Screening Terror: The Living Legend of the Battle of Algiers.” Department of Religious Studies and Middle East Institute, Georgia State University (March).

INVITED LECTURES (IN RESIDENCE), COLGATE UNIVERSITY

2020. “From ISIS to the Abortion Wars: The Accidental Terrorism Expert.” Hancock Commons Faculty Speaker Series (March).
2019. “This Revolution will be Remixed: Rap Music’s Soundtrack of Rebellion in the Contemporary Middle East,” Model Arab League Student Association, Colgate University. (November).
2019. Participant and Presenter, “Data to Dome” Conference and Workshop. Ho Tung Visualization Lab (International Planetarium Society (IPS), Colgate University Libraries, South Africa's Department of Science and Innovation & National Research Foundation, The Iziko Planetarium and International Planetarium Society) (October).
2019. “Exploring Teaching in the Ho Tung Visualization Lab.” Center for Learning, Teaching, and Research (CLTR) (April).
2019. “What It Means to be a Scholar: Conversations on the Public Intellectual.” Alumni Memorial Scholars Faculty Lunch Series, Undergraduate Scholars Program (April).
2019. “‘al-djaza’ir, saga’ ‘alaik: al-mudthāharāt dhid būtafliqa.” (Arabic lecture: Algeria, “Too Cool for You”: The Protests Against Bouteflika”), Arabic Program – Advanced Arabic seminar (March).
2018. “Warding off Terrorism and Revolution: Moroccan religious pluralism, national identity and the politics of visual culture.” Department of Religion (November).

CURRICULUM VITAE

INVITED LECTURES (IN RESIDENCE), GEORGIA STATE UNIVERSITY

2016. “How ISIS Sees Itself.” GSU and Emory on ISIS, Global Studies Institute & Middle East Center (September).

INVITED LECTURES (IN RESIDENCE), UNIVERSITY OF WISCONSIN, MADISON

2015. “The ‘Art’ of Ideology: Insurgent Propaganda, ISIS, and the Censorship Debate,” Department of Art History, University of Wisconsin, Madison (April).
2014. “Beyond ‘Propaganda’: The Role of Cultural Production in ISIS Nation Building Strategies.” Department of Art History, University of Wisconsin, Madison (December).
2014. “‘States of Exception’ in the Modern Middle East: The Politics of Heritage, Culture, and Tourism from Israel to the Gulf Cooperation Council,” Center for the Humanities, University of Wisconsin, Madison (October).
2014. “Digital Mythologies of the so-called ‘Arab Spring.’” Department of Communication Arts, Media Studies, and Digital Humanities, University of Wisconsin, Madison (April).
2013. “Visualizing Egyptian Politics: Processual Revolution or Military Resurgence?” Humanities NOW, Madison Public Library and the Center for Humanities, University of Wisconsin, Madison (November).
2013. “Algeria: Artistic Production and the Politics of Patience after the Arab Spring. Faculty Colloquium, Department of Art History, University of Wisconsin, Madison (March).

INVITED LECTURES (IN RESIDENCE), EMORY UNIVERSITY

2009. “The Hand of Fatima as a Shared Protective Emblem,” Arabic and Hebrew Programs, Department of Middle Eastern and South Asian Studies, Emory University (November).
2009. “Popular Arts in North Africa: A Brief Overview,” Arab Cultural Association, Emory University (November).
2009. “al-qawmīyya al-āmāzīghīyya wa as-siyāsāt al-hawīyya fil’maghrib.” (Arabic language lecture: “Berber Nationalism and the Politics of Identity in Morocco”). Department of Middle Eastern and South Asian Studies, Emory University (April).
2009. “Palestinian Colloquial Arabic and Arab Identity in Liberation Hip-Hop,” Department of Middle Eastern and South Asian Studies Department, Emory University (March).
2009. Invited Colloquium Presentation, “Representing Difference/Constructing Ethnicity: The Berber Cultural Movement, Language and Algerian Opposition

CURRICULUM VITAE

- Politics,” Department of Art History, Emory University (February).
2008. “The Political Power of Femininity: Colonialism, Mimesis and Queen Victoria in the Sande Society of Sierra Leone,” Department of Women’s Studies, Emory University February).
2007. “Women and the Development of Islamic Law,” Interdisciplinary Freshmen Honors Seminar, Emory University (November).

SYMPOSIA & WORKSHOP ACTIVITY

- 2009 – present. Workshop Organizer and Panelist, Interdisciplinary Grant Writing Workshop. Laney Graduate School of Arts and Sciences, Emory University.
2019. Invited Workshop Participant, Panelist, and Discussant. “Events of Citizenship” (John Harvard Seminar Series), University of Cambridge (March).
2019. Participant and Presenter, “Data to Dome” Conference and Workshop. Ho Tung Visualization Lab (International Planetarium Society (IPS), Colgate University Libraries, South Africa's Department of Science and Innovation & National Research Foundation, The Iziko Planetarium and International Planetarium Society) (October).
2019. “Exploring Teaching in the Ho Tung Visualization Lab.” Center for Learning, Teaching, and Research (CLTR) (April).
2016. Panelist, “Activism, Academia, and Reclaiming Hijacked Discourses on Social Media: Introducing ISIS and Islamophobia as Symbiotic Extremisms,” Panel: Being Social on Social Media: Academia, the Digital Humanities, and the Middle East. Annual Conference Meeting, Middle East Studies Association, Boston: Massachusetts (November).
2016. Invited Workshop and Presentation, “The Boardroom–Battleground of Islamic State: Nation–Branding, Corporatized Insurgencies, and the Future of Global Conflict.” War Seminar 2.0: Doxologies of War. Peace and Conflict (PCON) Studies, Colgate University (September).
2015. MENA Studies Graduate Symposium on Research Methodologies. “Strategies for MENA Fieldwork: Confronting Region–Specific Challenges. Middle Eastern and North African Studies Program, Northwestern University (November).
2008. Invited Panelist, “Field Work and Ethnography: A Primer for Field Research,” Institute for African Studies, Department of African Studies, and Department of Anthropology, Emory University (January).

TEACHING

TEACHING AWARDS AND HONORS

CURRICULUM VITAE

2020. Torch Medal for Teaching & Mentorship Excellence (graduating senior Kasheena Rogbeer), Colgate University.
2019. Phi Beta Sigma Professor of the Year Award (student-nominated; Visiting Professors disqualified), Colgate University.
2019. Torch Medal for Teaching & Mentorship Excellence (graduating senior Mara Stein), Colgate University.
2018. “Person of the Year,” *Maroon News* (student paper), Colgate University.
2018. Torch Medal for Teaching & Mentorship Excellence (graduating senior Nicole Cormier), Colgate University.
2018. Torch Medal for Teaching & Mentorship Excellence (graduating senior Hayley Lazarri), Colgate University.
- 2013 – 2015. Andrew W. Mellon Postdoctoral Teaching Fellow. Institute for Research in the Humanities & Department of Art History, University of Wisconsin, Madison.
- 2012 – 2013. Dean’s Distinguished Fellow for Teaching and Curriculum Development. Department of Art History & Department of Middle Eastern and South Asian Studies, Emory University.
- 2012 – 2013. Andrew W. Mellon Graduate Teaching Fellowship. Department of Art History and Department of African Studies, Spelman College (Declined).

COURSES OFFERED

AFRICAN STUDIES

- Survey of Non-Western Art (Introductory Undergraduate)
- Voice and Visibility in Afro-Arab Women’s History (Upper-Level Undergraduate)

ARABIC LANGUAGE & CULTURAL STUDIES

- Understanding Arab Culture & Society (Introductory Undergraduate)
- Beginning Arabic (Part I)
- Beginning Arabic (Part II)
- Intermediate Arabic (Part I)
- Intermediate Arabic (Part II)
- Advanced Arabic (Undergraduate & Graduate)
- Advanced Arabic (Directed Readings)

ART HISTORY & VISUAL CULTURE

- Art & Popular Culture in the Islamic World (Upper-Level Undergraduate)
- Art & Propaganda (Introductory Undergraduate)

CURRICULUM VITAE

- Introduction to Art History: Prehistory to the Renaissance (Introductory Undergraduate)
- Introduction to Art History: Renaissance to the Present (Introductory Undergraduate)
- Survey of Non-Western Art (Introductory Undergraduate)
- Art & Architecture of the Arab Gulf (Upper-Level Undergraduate)
- Calligraphy to Graffiti: Art and Ideology in the Middle East (Upper-Level Undergraduate)
- Semiotics of Revolution: The Arab Spring (Upper-Level Undergraduate)
- The Politics of Art in the Contemporary Middle East (Upper-Level Undergraduate)
- Nation Branding in the G.C.C. States (Upper-Level Undergraduate Seminar)
- Visual Methodologies (Graduate Seminar)
- Dueling Narratives: Propaganda & Global Conflict Zones (Graduate Seminar)
- Topics in Visual Culture (Graduate Seminar)
- Art/Artifice of Political Legitimacy: Gulf States of Exception (Graduate Seminar)

INTERDISCIPLINARY LIBERAL ARTS

- Core Liberal Arts: Communities & Identities (Introductory Undergraduate)

FILM & MEDIA STUDIES

- Flows & Counter-Flows: The War on Terror (Introductory Undergraduate)
- Semiotics of Revolution: The Arab Spring (Upper-Level Undergraduate)
- The Endless War on Terror (Upper-Level Undergraduate)
- The Fog of War: Syria from Revolution to Civil War (Upper-Level Undergraduate Seminar)
- Nation Branding in the G.C.C. States (Upper-Level Undergraduate Seminar)
- Dueling Narratives: Propaganda & Global Conflict Zones (Graduate Seminar)

MIDDLE EASTERN & ISLAMIC STUDIES

- Introduction to Islam (Introductory Undergraduate)
- The Endless War on Terror (Upper-Level Undergraduate)
- Media, Power and Protest (Upper-Level Undergraduate)
- The Politics of Art in the Contemporary Middle East (Upper-Level Undergraduate)
- Semiotics of Revolution: The Arab Spring (Upper-Level Undergraduate)
- Voice and Visibility in Afro-Arab Women's History (Upper-Level Undergraduate)
- The Fog of War: Syria from Revolution to Civil War (Advanced Undergraduate Seminar)
- Global Political Islam (Advanced Undergraduate Seminar)
- Nation Branding in the G.C.C. States (Advanced Undergraduate Seminar)

CURRICULUM VITAE

- North Africa and the Politics of Language (Advanced Undergraduate Seminar)
- Dueling Narratives: Propaganda & Global Conflict Zones (Graduate Seminar)
- Art/Artifice of Political Legitimacy: Gulf States of Exception (Graduate Seminar)

SECURITY & TERRORISM STUDIES

- Flows & Counter-Flows: The War on Terror (Introductory Undergraduate)
- The Endless War on Terror (Upper-Level Undergraduate)
- The Fog of War: Syria from Revolution to Civil War (Advanced Undergraduate Seminar)
- Global Political Islam (Advanced Undergraduate Seminar)
- Dueling Narratives: Propaganda & Global Conflict Zones (Graduate Seminar)

RESEARCH DIRECTED

2021. Honors Thesis External Advisor. Leila Ismaio. "Conflict and Capital: Trafficking Networks in the Sahel." Honors Program in Peace and Conflict Studies (PCON), Colgate University.
2021. Honors Thesis Reader and External Examiner. Jake Gomez, "Pink Washing and Homonationalism as a Conflict Management Strategy." Honors Program in Peace and Conflict Studies (PCON), Colgate University.
2020. Faculty Advisor. Christopher McElhaney. "Intergenerational White Supremacy: Youth Activist Connections." Summer Research Project, Lampert Institute for Civic and Global Affairs, Colgate University.
2020. Faculty Advisor. Kate Maro. "Hostages as Nationalist Metaphor." Summer Research Project, Lampert Institute for Civic and Global Affairs, Colgate University.
2020. Honors Thesis Committee Member & Second Reader. Kasheena Rogbeer, "Responses to Islamophobia Across Generational Divides in the UK and France." Honors Program in Middle Eastern & Islamic Studies, Colgate University.
2019. Capstone Supervisor. Cole Grumbach, "Saudi Arabia's Vision 2030: Nation Branding and New Public Diplomacies among Member States of the Gulf Cooperation Council." Program in Middle Eastern & Islamic Studies, and International Relations, Colgate University.
2019. External Examiner. Katherine Howard, "American Mythology as a Source for U.S. Foreign Policy Interventions." Honors Program in International Relations, Hobart and William Smith Colleges.
2018. Capstone Supervisor. Hayley Lazarri. "Syria: A Media War of Narratives." Program in Middle East & Islamic Studies; Russian & Eurasian Studies.

CURRICULUM VITAE

2018. Capstone Supervisor. Sarah Wylie. "Moroccan Amazigh Activism and its Implications for Linguistic Rights Legislation." Program in Middle East & Islamic Studies, Colgate University
2018. External Examiner. Caroline Schaeffer. "The Management of Savagery or the Contrary? A Look at Islamic State's Media Strategy." Honors Program in Middle East & Islamic Studies; Peace & Conflict Studies, Colgate University.
2018. Co-advisor and External Examiner. Madison Bailey, "The Ethics of Representation and Counter Representation: A Visual Analysis of the Zaatari Refugee Camp in Satellite Images, Photojournalism, and Social Media." Honors Program in Peace & Conflict Studies, Colgate University.

EDITORIAL WORK & PEER REVIEW

- 2020 – present. Peer Review, *Journal of Middle East Women's Studies*.
- 2019 – present. Peer Review, *Middle East Law & Governance*.
- 2018 – present. Peer Review, *Routledge*.
- 2016 – present. Peer Review, *Critical Studies on Terrorism*.
- 2016 – present. Peer Review, *International Journal of Islamic Architecture*.
- 2016 – present. Peer Review, *Terrorism and Political Violence*.
- 2015 – present. Peer Review, *Journal of North African Studies*.
- 2013 – 2016. Editorial Board Member & Peer Review, *The Postcolonialist*.
2010. Co-Editor (with Gordon Newby), *Encyclopedia of the Middle East and South Asia* (Armonk, NY: Sharpe).

LANGUAGES

ENGLISH	Native
FRENCH	Fluent
ARABIC	Fluent (Modern Standard Arabic) Superior proficiency (Maghrebi Colloquial Arabic) Advanced proficiency (Levantine Colloquial Arabic)
PERSIAN	Working knowledge
SPANISH	Reading knowledge
ITALIAN	Reading knowledge
GERMAN	Reading knowledge

CURRICULUM VITAE

ACADEMIC SERVICE & PUBLIC ENGAGEMENT

- 2009 – present. Advisory Council Member & Application Reviewer. Critical Language Scholarship (Arabic), Council of American Overseas Research Centers.
2020. Faculty Advisor. Model Arab League, Colgate University.
2020. Organizational Committee, “Libya: State of the Humanities.” American Institute of Maghrib Studies, Tunisia (May).
2019. Organizer, Art & Art History Lecture Series – Sultan Sooud Al Qassemi (founder, Barjeel Art Foundation), “Politics of Middle Eastern Art.” Sponsors: Middle Eastern and Islamic Studies Program, Colgate Arts Council, Art and Art History Department, Film and Media Studies Program, and Museum Studies, Colgate University (April).
- 2017 – 2020. Events & Programming Committee. Program in Middle East & Islamic Studies, Colgate University.
- 2017 – 2018. Core Curriculum Committee. Program in Middle East & Islamic Studies, Colgate University.
- 2011 – 2017. Commentator. North Africa/Middle East Politics, Islamic Affairs and Media. *Muftah*.
- 2016 – 2018. Consultant (Visual Communication in the Islamic World, Popular Culture & Nation Branding Strategies). United Nations University (UNU), Department for Peacekeeping Operations (DPKO) & United Nations Children’s Fund (UNICEF).
- 2015 – 2016. Subject Matter Expert, ISIL Media and Insurgent Communication Strategies. United States Department of State, Bureau of International Information Programs (IIP).
- 2011 – 2015. Commentator. North Africa/Middle East (Arts, Politics & Culture), *Aslan Media Initiatives, Inc.*
- 2011 – 2012. Researcher, Policy Analyst, and Translator (Arabic, French, English). *February 17 Info*.
2011. Translator (Arabic, French, English). *Small World News: Alive in Libya*.
2011. Translator (Arabic, French, English). *Speak to Tweet* (Twitter & Google).

REPRESENTATIVE MEDIA

Forthcoming. Interview (podcast). “Oversights / Insights: Comparative Methodologies and Transnational Trends in Citizenship.” Naira Antoon, *Order from the*

CURRICULUM VITAE

- Ashes: The Century Foundation and Century International Podcast* (New York, New York).
2022. Interview (podcast). “Nazi Jesus: The Christian Identity Movement and Theological Launderings of the White Power Movement.” Eric Maddox, *Latitude Adjustment* (Barcelona, Spain).
2022. Interview (podcast). “The Structural relationship between White Supremacists and ISIS, Tom Metzger’s Under-Appreciated Influence, Gender in Transnational Neo-Nazi Organizations, and Fascist Infiltration of the United States Military.” Boris Mamlëz, Fritz McAlinden and Rey Katula, *The Empire Never Ended* (Eastern Europe).
2022. Interview (podcast). “Amanda Rogers on Tom Metzger and Operation Appleseed.” Andy Fleming and Cam Smith, *Yeah Nah Pasaran!* (Melbourne, Australia).
2022. Interview (digital publication). “How Republicans plan to use 6 Jan ‘denialism’ to win midterms and elect Donald Trump again.” Andrew Buncombe, *The Independent* (London, United Kingdom).
2021. Interview (podcast). “The Legacy and Influence of Tom Metzger on Transnational White Supremacist Militancy.” Sina Kashefipour, *Loopcast* (Washington, D.C.).
2021. Interview (film). “Skinhead Hate Zines, Racist E-Streamers, and the Real Purpose of Propaganda.” Jonathan Valelly, *Broken Pencil Magazine* and Virtual Canzine Festival 2021 (Toronto, Canada).
2021. Interview (digital & print). “The U.S. Military Has a White Supremacy Problem.” Talia Lavin, *The New Republic* (New York, New York).
2021. Interview (podcast). “White Supremacist Infiltration of US Military & Law Enforcement.” Eric Maddox, *Latitude Adjustment* (Barcelona, Spain).
2021. Interview (podcast). “Tom Metzger’s Legacy and the U.S. Capitol Attack.” *Gnosis with Brooke Brinkowski & Steven Cuevas* (San Diego, California).
2021. Interview (documentary film and television). *Højreekstremister i uniform (Extremists in Uniform)*. *Horisont Denmark* (Copenhagen, Denmark).
2021. Interview (radio). Hotet inifrån - högerextrem infiltration (Transnational Connections in the Neo Nazi Movement: Shared Goals, Ideology, and Mobilization Strategy. *Sveriges: Radio Sweden* (Stockholm, Sweden).
2020. Interview (podcast). “The Terrorism Discourse.” Eric Maddox, *Latitude Adjustment* (Barcelona, Spain).
2020. Interview (podcast). “Inaugural Episode: Launching War from the Cheap Seats.” *NATSECTACULAR* (Kabul, Afghanistan).

CURRICULUM VITAE

2019. Interview (podcast). "Intercepted 105: American Horrors: Regime Change in Iraq to the Rise of ISIS (Intercepted 105)." *Intercepted with Jeremy Scahill, The Intercept* (New York, New York).
2019. Interview (digital documentary). "The Baghdadi Backlash." *A7 Plus* (New York, New York).
2019. Interview (digital), Borzou Daghari. "Abu Bakr al-Baghdadi is Dead, but ISIS Will Live on." *The Independent* (London, United Kingdom).
2019. Interview (radio documentary). "Forty Years On, Edward Said's Orientalism is Still Groundbreaking," Naheed Mustafa, *CBC Ideas – CBC Canada* (Toronto, Canada).
2019. Interview (digital), "Britain's decision to revoke Shamima Begum's citizenship is wrong and smacks of racism." H.A. Hellyer, *Washington Post* (Washington, D.C.).
2019. Interview (radio), "Amanda Rogers talks about the impact of technology On how we view credibility and authenticity." Naheed Mustafa, *CBC Ideas – CBC Canada* (Toronto, Canada).
2018. Profile, "Amanda Rogers: Person of the Year," *Maroon News* (student paper), Colgate University (Hamilton, New York).
2018. Interview (television). "Inside Story: Is Riyadh's claim that Jamal Khashoggi died in a fistfight credible?" Imran Khan, *Al Jazeera International* (Doha, Qatar).
2016. Interview (digital), "ISIS Godfather: Zarqawi's 5 Claims to Infamy." Thom Patterson, *CNN* (New York, New York).
2016. Consultancy & Interview (film), Aeyliya Husain. Documentary: *Shooting War*. York University (Toronto, Canada).
2016. Interview (digital), "ISIS claims suicide attack on Iraqi stadium that kills 25." Hamdi Alkhshali, Greg Botelho and Ralph Ellis, *CNN* (New York, New York).
2016. Interview (digital), "Marketing Against ISIS: US State Department Enlists Students to Fight Terror." Avi Asher -Schapiro, *VICE News* (New York, New York).
2016. Consultancy (film), Director & Producer: Greg Barker. *Homegrown: The Counterterrorism Dilemma*. HBO Documentary Films & Passion Pictures (Los Angeles: California).
2015. Interview (digital), "Why don't we care about anti-Muslim Abuse?" Rachel Shabi, *Al Jazeera International* (Doha, Qatar).
2015. Interview (digital), "Sen. Murphy: US Should Declare War on ISIS." Katie Toth. *WSHU, National Public Radio* (Hartford, Connecticut).
2015. Interview (radio), "Globalization and Neoliberalism's Impact on Corporate Media." Bill Resnick. *KBOO, 90.7 FM. Community Radio for*

CURRICULUM VITAE

- Portland and Beyond* (Portland, Oregon).
2015. Interview (print & digital), “Teenage Jihad: Why did three American kids from the suburbs of Chicago try to run away to the Islamic state, and should the Feds treat them as terrorists?” Janet Reitman, *Rolling Stone* (New York: New York).
2015. Interview (print & digital), “Brand ISIS: The sophisticated marketing machine of the Islamic State.” Naheed Mustafa, *The Walrus* (Toronto: Canada).
2015. Interview (radio), “Viewpoints with Todd Van der Heyden.” *CJAD800 AM* (Montreal: Canada).
2015. Interview (television), “The Brand of ISIS: Militant Organization Uses Sophisticated Marketing Techniques.” *CTV Canada News Network* (Toronto: Canada).
2015. Interview (digital), “The ISIL Franchise: From Syria to Pakistan and Libya, the armed Sunni group is expanding its brand of violence in the region.” Imran Khan, *Al Jazeera English* (Doha: Qatar).
2015. Interview (digital), “Stop Talking About ISIS.” Laura Secorun Palet, *OZY Media* (Washington, DC / New York, New York).
2014. Interview (digital), “Republican ISIL fear-mongering amplifies extremists’ message, experts say.” Joshua Eaton, *Al Jazeera America* (Washington, DC).
2014. Interview (podcast), “Intersections Podcast: Series Finale, Episode 47: ISIS and the Corporate Techniques of Contemporary Propaganda.” Roshni Pehjan, *Aslan Media Initiatives, Inc.* (Los Angeles, California).
2014. Interview (television – Arabic media), “The Anti-ISIS Coalition.” *Al Jazeera Mubashira (Arabic)* (Cairo: Egypt / Doha: Qatar).
2013. Interview (radio), Steve Ringwood. *Third World View Radio* (Madison, Wisconsin).
2013. Profile, David Ritchie. “Amanda Rogers Explores Henna Adornment in North Africa.” *Emory Magazine*, Emory University (Atlanta, Georgia).
2013. Interview (radio). “Will Egypt Repeat Algeria’s Bloody History?” *BBC World Service: Newshour* (London: United Kingdom).
2013. Interview (print). “Saudi Arabia Vows to Back Egypt’s Rulers,” *The New York Times* (New York, New York).

PROFESSIONAL AFFILIATIONS

- American Academy of Religion (AAR)
- American Institute of Maghrib Studies (AIMS)

CURRICULUM VITAE

- American Research Center in Egypt (ARCE)
 - Arts Council of African Studies Association (ACASA)
 - College Art Association (CAA)
 - Fulbright Alumni Association (FAA)
 - International Studies Association (ISA)
 - Middle East Studies Association (MESA)
 - North American Association of Islamic and Middle Eastern Studies (NAAIMS)
-

Appendix C

Documentation of Commitment



May 14, 2022
Adnan Ansari
Executive Director
Muflehun
800 Maine Ave SW, STE 200
Washington, DC 20024

Re: Proposal in response to The Department of Homeland Security Funding Opportunity DHS-22-TTP-132-00-01 titled, 'Fiscal Year 2022 Targeted Violence and Terrorism Prevention (TVTP) Grant Program'

Dear Mr. Ansari,

Media Syndication Services is pleased to participate with Muflehun in its submission of the grant proposal for the opportunity titled 'Fiscal Year 2022 Targeted Violence and Terrorism Prevention (TVTP) Grant Program' numbered DHS-22-TTP-132-00-01. Please accept this letter as a confirmation of our intention to participate in this project upon award of the grant as a producer and distributor of the proposed podcast with the relevant activities described in the submitted proposal.

Media Syndication Services looks forward to partnering with Muflehun which will be leading this project. Our team will provide support to Muflehun in designing the podcast and lead the relevant activities in production and distribution, implementing the assigned activities and documenting the proceedings during the project.

As Chief Executive Officer of Media Syndication Services, I am pleased to partner with Muflehun and look forward to working together.

Best regards,

(b)(6)

Paul Woodhull
Chief Executive Officer
Media Syndication Services

Appendix D

***Tackle!* Upstander Training Overview**



Tackle!

OVERVIEW

Tackle! is an upstander training program designed to raise awareness of the threat of domestic terrorism and targeted violence, and to enhance the ability of community leaders to identify and respond to individuals at risk of mobilizing to violence.

The Tackle! Upstander Training is supported by a grant from the U.S. Department of Homeland Security (DHS) and uses a customized DHS-approved curriculum with modules on:

- Awareness of the threat of domestic violent extremism and recruitment tactics
- Understanding how hate and bigotry can incite violence, including antisemitism and anti-Muslim bigotry
- Local prevention frameworks and the role of communities in violence prevention
- Understanding the role of engaged Upstanders

PARTICIPANTS

Participants will include officials from the offices of mayors, city council members, educators and community leaders looking for practical knowledge to protect their communities from hate, violent extremism and targeted violence.

Trainings are offered in Chicago, Dallas, Detroit, Houston, Los Angeles, Miami/Palm Beach, New Jersey, New York/Westchester/Long Island, Philadelphia and Washington, DC. More locations forthcoming.

PARTNERSHIPS

Muflehun, an organization that focuses on providing solutions to complex social problems, is working with the American Jewish Committee (AJC) and its network of 24 regional offices and 11 Muslim-Jewish Advisory Councils (MJACs) that build ties between Jewish and Muslim leaders to work against hate, antisemitism and anti-Muslim bigotry.

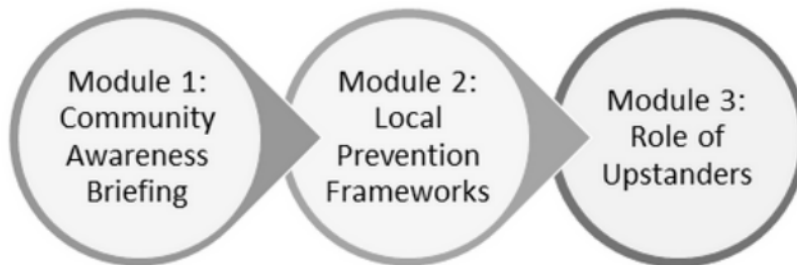
Contact: tackle@muflehun.org



Tackle!

SUMMARY

8 hours of online training with six (6) hours live engagement facilitated by trained Coaches.



LEARNING OBJECTIVES

Community Awareness Briefing

- Understand the threat of domestic terrorism, targeted violence.
- Be aware of the consequences of bigotry and how it is spread through narratives.
- Understand the process of radicalization to violence.

Local Prevention Frameworks

- Learn the public health approach to violence prevention.
- Identify what your community can do to prevent violence.
- Learn about local prevention frameworks and building multi-disciplinary teams.

The Role of Upstanders

- Learn the role of an engaged Upstander to enhance community safety and well-being.
- Understand the difference between what is concerning behavior and what is not.
- Identify what to do if there is an imminent concern for safety.

Appendix E

Tackle! Podcast Outline (Proposed)

Proposed *Tackle!* Podcast outline

[Intro music]

Intro: synopsis of case study

[Sponsor Message]

[Segue]

Episode Topic 1: Case Study- What happened?

- Long version of the story
- Radicalization to violence process and ideology of perpetrator
- Interviews of friends, family, colleagues who knew the perpetrator
- Case outcome
- Interview of victims and/or law enforcement, medical professionals

[Segue]

Episode Topic 2: Analysis – Could it have been stopped?

- What were risk and protective factors in life of potential perpetrator?
- What were behavioral indicators of mobilizing to violence?
- Were any upstanders involved? What did they do?
- What was not done and could/should have been done?
- Interview with DHS CP3 RPC

[Segue]

Outro: recap, call to action and closing remarks

- Case summary and outcome
- Role of upstander
- Where to get help
- Plea from victim

[Sponsor message]

[Closing music]

Appendix F

District Productive – Division of Media Syndication Services (Sub-applicant)



district

PRODUCTIVE

YOUR
MISSION-DRIVEN
PODCAST PARTNER

SERVICES

IDEATION

Conceptual creation, planning and development

Step 1

POST-PRODUCTION

Mixing and mastering

Step 2

AUDIENCE ACQUISITION

Marketing and advertising

Step 3

Step 4

Step 5

Step 6

PRODUCTION

Writing and recording

DISTRIBUTION

Podcast app placement

Revenue Generation

Underwriting
Paid
Subscriptions



district
PRODUCTIVE

IDEATION

Conceptual
creation

Step 1

- **Define Target Audience and Unmet Need**
- **Create Value Proposition and Brand Promise**
- **Write Positioning Statement**
- **Create Editorial Calendar**
- **Collaborate on Exhaustive Research**
- **Create Outline of the Episodes with Attention to Dramatic Narrative Principles**

Step 2

PRODUCTION

Writing and
recording

- **Collaborate on Original Scripts for Approval Based upon Outline and Audio Assets**
- **Record Original Interviews**
- **Record Narration**
- **Commission Original Music**

POST-PRODUCTION

Mixing and
mastering

Step 3

- **Create a Sonically Rich Audio Landscape Combining all of the Audio Assets**
- **Layer in Narration**
- **Incorporate Interview Clips and Natural Sound**
- **Mixdown in High-Quality File**
- **Submit for Approval**

Step 4

DISTRIBUTION

Podcast app
placement

- **Establish a Presence on our Distribution Platform Partner, *Art 19* (owned by Amazon)**
- **Create Podcast Series on all of the Major Podcast Apps (Apple, Spotify, Stitcher, etc.)**
- **Build an Embed Player for the Landing Page on Website**

AUDIENCE ACQUISITION

Marketing and
advertising

Step 5

- **Create Branded Social Media Channels**
- **Continuously Post Relevant Content to Channels**
- **Build Social Media Direct Response Ad Campaign**
- **Install QR Codes to Promote Podcast Listenership**

Step 6

Revenue Generation

Underwriting
Paid Subscriptions

- **Solicit Underwriting Sponsorships from Approved Foundations and organizations**
- **Build a Premium Subscription Site on Patreon**
- **Produce Midroll Advertising Promoting the Patreon Site**

Experience:

Podcast Success Stories

DP has created top-rated podcasts for its partners

The Asset

- **The Center for American Progress Action Fund** engaged **DP** to create a podcast to inform the public about Russian interference in the United States' 2016 Presidential election.
- **DP** framed the program as a true crime podcast.
 - Commissioned original music to create the sound and feel of a taut and dramatic espionage thriller.
 - Coached Max Bergmann in his first-ever role as host of a program.
 - Created logo, images, marketing, and website design (<https://theassetpodcast.org/>).
 - Creating, booked, produced, and post-produced the podcast, delivering it on time and on budget.
- Measures of Success
 - **Over 3.2 Million Downloads**
 - **Ranked Top Ten for the News and Politics Category and Top 50 overall**
 - **Achieved 100% consumption across all episodes (No Tuneout)**
 - **Rolling Stone: New Podcast Breaks Down Russia-Trump Ties So You Can Understand 'Mueller Report'**
<https://www.rollingstone.com/culture/culture-features/rs-recommends-asset-podcast-trump-putin-mueller-863047/>



Experience:

Podcast Success Stories

DP has created top-rated podcasts for its partners

Transition Lab

- **The Partnership for Public Service (PPS)** engaged **DP** to create a podcast to inform the public about the importance of peaceful and successful transitions of power in the United States.
- **DP** created the framework for the program from ideation to execution.
 - Coached David Marchick (former Director of the Center for Presidential Transition and current COO of the US International Development Finance Corporation) in his first-ever role as host of a program.
 - Collaborated on logo, images, marketing, and website design (<https://presidentialtransition.org/transition-lab/>).
 - Created, booked, produced, and post-produced the podcast, delivering it on time and on budget.
- Measures of Success
 - **4.9 Stars on Apple Podcasts**
 - **Ranked Top Twenty Five for the News and Politics Category**
 - **Frequently cross-promoted by Politico and Axios**
 - **After our initial run of 12 episodes, PPS repeatedly extended the series until after Inauguration Day for a total of 48 original episodes.**
 - **PPS has engaged DP to produce its newest podcast Profiles in Public Service**

Experience:

Podcast Success Stories

DP has created top-rated podcasts for its partners

The Al Franken Podcast

- **ASF Productions (ASFP)** engaged **DP** to create a podcast to provide a forum for Senator Al Franken to communicate his views about policy and politics to a wide audience after his Senate tenure ended.
- **DP** created the framework for the program from ideation to execution.
 - Coached Senator Franken in his transition to a podcast host.
 - Booked, produced, post-produced, and distributed the podcast, delivering it on time and on budget.
 - Negotiated a six-figure guarantee with ART 19 (podcast division of Amazon) in our first year of production.
- Measures of Success
 - **>20 Million Downloads to date**
 - **4.7 Stars on Apple Podcasts (6k+ Ratings)**
 - **Consistently ranked Top Ten for the News and Politics Category**

Experience:

Martin Luther King Jr. Day Holiday Special

A nationally syndicated 3 hour audio special broadcast on over 100 radio stations and SIRIUS/XM Urban View and POTUS Channels

Paul Woodhull, Writer and Producer

- **2018 - present**
- **Guests (Partial List):**
 - **Eleanor Holmes Norton**, Organizer of the ***March on Washington***
 - **Dr. Clayborne Carson**, Director of the Martin Luther King, Jr. Research and Education Institute
 - **David Oyelowo**, Actor who portrayed Martin Luther King Jr. in ***Selma***
 - **Brittany Packnett**, Co-Founder ***Black Live Matter Movement***
 - **Van Newkirk**, Senior Editor *The Atlantic*, Host and Producer of the ***Floodlines*** podcast (Peabody Award winner)
 - **James Brown**, host of ***The NFL Today*** and special correspondent for **CBS News**
 - **The Most Reverend Michael Curry**, President Bishop of **The Episcopal Church**

Experience:

The Life and Legacy of John Lewis

A nationally syndicated 1 hour audio special broadcast on over 100 radio stations and SIRIUS/XM Urban View and POTUS Channels

Paul Woodhull, Writer and Producer

- **2020 - present**
- **First Place**, Broadcast radio networks and syndicators documentary or public affairs **National Headliners Award**
- **Exclusive Guest Interviews (Partial List):**
 - **Rep. Nancy Pelosi**, Speaker of **The House of Representatives**
 - **Andrew Young**, former **Ambassador to the United Nations**
 - **Roland Martin**, Journalist and Author
 - **Joan Mulholland**, Freedom Rider
 - **Lonnie Bunch**, Secretary of **The Smithsonian Institution**

References:

About District Productive

- *Paul Woodhull and District Productive have been fantastic partners for the production of our podcast, Transition Lab. District Productive combines an unusual combination of skills - superior technical capabilities, strong marketing expertise and exceptional coordination with high level and busy guests. Plus, Paul is both very nice and funny and he throws those attributes in at no extra charge.*

David Marchick, COO U.S. International Development Finance Corporation

- *When it comes to producing engaging, “must listen” podcasts, nothing compares to the one-stop shopping, full service capabilities of District Productive. From conceiving ideas to the technical excellence to put them on the air, Paul Woodhull and his team are unparalleled in creativity, commitment, and customer service. District Productive is where good ideas find the excited listeners who can bring them to life.*

Billy Shore, Co-Founder and Chair Share Our Strength

- *I am so grateful for the work that Woody and his team at District Productive do, and how much I enjoy working with them. They are so good at what they do, and I always enjoy being over there with such great people.*

Jim Wallis Chair in Faith and Justice McCourt School of Public Policy, Georgetown University





district

PRODUCTIVE

YOUR TURNKEY
PODCAST PARTNER

Thank You!

End of Document

EMW-2022-GR-APP-00031

Application Information

Application Number: EMW-2022-GR-APP-00031

Funding Opportunity Name: Fiscal Year (FY) 2022 Targeted Violence and Terrorism Prevention (TVTP)

Funding Opportunity Number: DHS-22-TTP-132-00-01

Application Status: Pending Review

Applicant Information

Legal Name: MUFLEHUN

Organization ID: 21902

Type: Nonprofit having 501(c)(3) status with IRS, other than institutions of higher education

Division:

Department:

EIN: (b)(6)

EIN Shared With Organizations:

DUNS: 034838737

DUNS 4: 0000

Congressional District: Congressional District 98, DC

Physical Address

Address Line 1: 800 Maine Avenue SW

Address Line 2: STE 200

City: Washington

State: District Of Columbia

Province:

Zip: 20024-2811

Country: UNITED STATES

Mailing Address

Address Line 1: 800 Maine Avenue SW

Address Line 2: STE 200

City: Washington

State: District Of Columbia

Province:

Zip: 20024-2811

Country: UNITED STATES

SF-424 Information

Project Information

Project Title: Tackle! Podcast

Program/Project Congressional Districts: Congressional District 98, DC

Proposed Start Date: Sat Oct 01 00:00:00 GMT 2022

Proposed End Date: Mon Sep 30 00:00:00 GMT 2024

Areas Affected by Project (Cities, Counties, States, etc.): Nationwide with focus on (1) Pacific Northwest and (2) along the Northeast I-95 corridor.

Estimated Funding

Funding Source	Estimated Funding (\$)
Federal Funding	\$374996
Applicant Funding	\$0
State Funding	\$0
Local Funding	\$0
Other Funding	\$0
Program Income Funding	\$0
Total Funding	\$374996

Is application subject to review by state under the Executive Order 12373 process? Program is not covered by E.O. 12372.

Is applicant delinquent on any federal debt? false

Contacts

Contact Name	Email	Primary Phone Number	Contact Types
Adnan Ansari	(b)(6)		Authorized Official Signatory Authority Primary Contact
Humera Khan			Secondary Contact

SF-424A

Budget Information for Non-Construction Programs

Grant Program: Targeted Violence and Terrorism Prevention Grant Program

CFDA Number: 97.132

Budget Object Class	Amount
Personnel	\$123750
Fringe Benefits	\$21038
Travel	\$14900
Equipment	\$0
Supplies	\$0
Contractual	\$176000
Construction	\$0
Other	\$14400
Indirect Charges	\$24908
Non-Federal Resources	Amount
Applicant	\$0
State	\$0
Other	\$14400
Income	Amount
Program Income	\$0

How are you requesting to use this Program Income? [\$budget.programIncomeType]

Direct Charges Explanation: Details are in the budget narrative

Indirect Charges explanation: De minimis rate of 10% applied with DHS approval

Forecasted Cash Needs (Optional)

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
Federal	\$62500	\$62500	\$62500	\$62500
Non-Federal	\$0	\$0	\$0	\$0

Future Funding Periods (Years) (Optional)

First	Second	Third	Fourth
\$250000	\$124996	\$	\$

Remarks: The budget narrative in the submitted application provides details of the budget.

SF-424C

Budget Information for Construction Programs

Assurances for Non-Construction Programs

Form not applicable? false

Signatory Authority Name: Adnan Ansari

Signed Date: Tue May 17 00:00:00 GMT 2022

Signatory Authority Title: Executive Director

Certification Regarding Lobbying

Form not applicable? false

Signatory Authority Name: Adnan Ansari

Signed Date: Tue May 17 00:00:00 GMT 2022

Signatory Authority Title: Executive Director

Disclosure of Lobbying Activities

Form not applicable? true

Signatory Authority Name: Adnan Ansari

Signed Date:

Signatory Authority Title:

CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

*** APPLICANT'S ORGANIZATION**

MUFLEHUN

*** PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE**

Prefix: Mr. * First Name: Adnan Middle Name:

* Last Name: Ansari Suffix:

* Title: Executive Director

*** SIGNATURE:** Adnan N Ansari

*** DATE:** 05/11/2022