

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"/>
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------

* 3. Date Received: <input type="text" value="05/13/2022"/>	4. Applicant Identifier: <input type="text" value="FP00033667 Steele"/>
----------------------------------------------------------------	----------------------------------------------------------------------------

5a. Federal Entity Identifier: <input type="text"/>	5b. Federal Award Identifier: <input type="text"/>
--------------------------------------------------------	-------------------------------------------------------

State Use Only:

6. Date Received by State: <input type="text"/>	7. State Application Identifier: <input type="text"/>
-------------------------------------------------	-------------------------------------------------------

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="NTLHJXM55KZ6"/>
------------------------------------------------------------------------------------------------	--------------------------------------------------------

d. Address:

* Street1:	<input type="text" value="PO Box 876011"/>
Street2:	<input type="text"/>
* City:	<input type="text" value="Tempe"/>
County/Parish:	<input type="text"/>
* State:	<input type="text" value="AZ: Arizona"/>
Province:	<input type="text"/>
* Country:	<input type="text" value="USA: UNITED STATES"/>
* Zip / Postal Code:	<input type="text" value="852876011"/>

e. Organizational Unit:

Department Name: <input type="text" value="ORSPA"/>	Division Name: <input type="text" value="OKED"/>
--------------------------------------------------------	-----------------------------------------------------

f. Name and contact information of person to be contacted on matters involving this application:

Prefix: <input type="text" value="Ms."/>	* First Name: <input type="text" value="Heather"/>
Middle Name: <input type="text" value="C."/>	
* Last Name: <input type="text" value="Clark"/>	
Suffix: <input type="text"/>	

Title:

Organizational Affiliation:

* Telephone Number: <input type="text" value="(b)(6)"/>	Fax Number: <input type="text"/>
---------------------------------------------------------	----------------------------------

* Email: <input type="text" value="(b)(6)"/>	<input type="text"/>
----------------------------------------------	----------------------

Application for Federal Assistance SF-424

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

H: Public/State Controlled 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:**

Diverting Hate

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="659,327.00"/>
* 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="659,327.00"/>

*** 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:

Applicant: Arizona State University

Applicant's Location: Centerpoint, Suite 312 660 S. Mill Ave, Tempe, AZ 85281

Project Activities Location: Nationwide

Application Track: Innovation Track

Project Type: Raising Societal Awareness

Funds Requested: \$659,327

ND Grant#: EMW-2022-GR-APP-00047

Project Abstract: Diverting Hate

Violent misogyny is amplified by social media algorithms designed for engagement. This results in radicalization of men and violence against women. Men must be diverted away from these narratives and toward protective factors to prevent gender-based violence. Diverting Hate seeks to support the following TVTP grant program priorities:

- 1) Addressing Online Aspects of Terrorism and Targeted Violence
- 2) Preventing Domestic Violent Extremism

The student-led, Middlebury Institute of International Studies Invent2Prevent team, in collaboration with Arizona State University, is pursuing the continuation of their first-place project, Diverting Hate. The Diverting Hate team proposes to:

1. Develop and contribute to the theoretical understanding of Incel ideology by conducting and sharing the results of in-depth research, practical analyses, and marketing tests to practitioners, researchers, academics, and the broader preventing targeted violence and terrorism community.
2. Disrupt Incel radicalization on-ramps within Twitter by surfacing alternative pathways to community group partners using targeted ads via user behavior, key terms, and network analysis.

The goals of our project support *Objective 1* by creating reports on the radicalization process of Incels. Additionally, Diverting Hate supports *Objective 2* as an evidence-based program that addresses the online/digital spaces through our strategic targeting to divert men away from dangerous paths within the Twitter ecosystem and towards protective factors. Specifically, we are seeking the outcome of increased skills in identifying and avoiding narratives related to recruitment and mobilization to violence. With the support of the TVTP grant, we will apply our methodology to **reach a minimum of 700,000 men within this potential pipeline.**

NEEDS ASSESSMENT

BACKGROUND¹

For its first seventeen years of existence, the involuntary celibate or “Incel” online community was largely unknown. What began as an online forum for both men and women to commiserate about their dating woes has morphed into a vitriolic and misogynistic belief system. Incels blame women for creating a sexual hierarchy in society that puts conventionally unattractive men at the bottom and forces them into unwilling celibacy. In 2014, Elliot Rodger, a 22-year-old male and self-identified Incel, declared a day of retribution, killing 6 people and injuring 17 others. Since 2014, Incels have killed over 50 people with many perpetrators detailing their ties to the online community in online postings, videos, and manifestos. Some of the more famous ones include the École Polytechnique massacre in 1989, Timothy McVeigh who was part of the Oklahoma City bombing in 1995, the Unabomber who was active in 1978-1996, the Columbine shooting in 1999, the Virginia Tech shooting in 2007, and the LA fitness shooting in 2009. Between 1938 and the Isla Vista shooting in 2014, there have been approximately 23 major attacks that can be connected to Incels and male supremacy. In the last 8 years, there have been around 30 attacks worldwide that can be connected to the Incel community or Incel characteristics. During 2018 and 2019 alone, around 10 different attacks occurred that had connections to Incels. Since the pandemic started in 2019, there has been a decrease of Incel attacks, and it is difficult to assess how many attacks could have occurred had it not been for the pandemic. Still, between 2020 and April 2022, there have been at least 6 cases of severe violence or attempted violence with connections to Incels. The online community plays a crucial role in radicalizing Incels by legitimizing grievances and normalizing vengeance against women. However, what is the extent of this online community and is it the dominating factor in an individual’s radicalization path?

TARGET POPULATION

Diverting Hate targets adult men, ages 18-34, who are engaging with Incel content in online communities and may be at risk of becoming radicalized by those communities to the point of perpetuating misogynistic violence and self-harm. Their demographics differ across locations, ethnicities, religion, and occupations. However, they share similar behaviors on social media. The behavior we are targeting is expression of misogyny and engagement in misogynistic content. We are also targeting declaration of anti-feminist views, white supremacy, male supremacy, identification with the Incel community, praise of previous attacks, search for violent content, and expression of the following emotions: loneliness, rage, and suicide.

¹ Brunt, B.V., & Taylor, C. (2020). *Understanding and Treating Incels: Case Studies, Guidance, and Treatment of Violence Risk in the Involuntary Celibate Community* (1st ed.). Routledge. <https://doi.org/10.4324/9780367824396>

DIVERTING HATE

Divert (verb): cause (someone or something) to change course or turn from one direction to another.

Who we are: Arizona State University (ASU) manages Invent2Prevent and mentors, successful teams, through the Invent2Prevent sustainment program. ASU proposes to incubate the first-place team of Middlebury Institute researchers and provide the necessary support to take their concept to scale once they graduate from the sustainment program. As multilingual researchers, future policymakers, and humanitarians at Middlebury Institute of International Studies, the Middlebury team developed Diverting Hate to prevent an uncommitted population of young men from falling down misogynistic rabbit holes. We study the ways in which radicalization proliferates online and prevention methods to help individuals build resiliency. Through shared experiences, we developed Diverting Hate because we know there are brighter paths for all of us.

To better understand the growing Incel community, our team developed a database of 80 commonly used, Incel-specific words. We chose these terms based on research of both Incel online spaces, as well as other prominent databases. We crafted a numeric grading system of a word's severity and violative nature to increase the database's usefulness. This database is a living resource that continues to be added to.

Utilizing our database, we partnered with Middlebury Institute's METALab to develop a network analysis, which revealed the most connected key actors and shared content associated with Incel ideology. We were able to identify **160** Twitter profiles as the most central group. In addition to the fact that the network is highly interconnected, and a large number of users behave similarly, we discovered the network is highly engaged with current events. For example, during the recent school shooting in Oxford, Michigan, our network analysis observed a spike of the term "MGTOW" in response to Ethan Crumbley's attack. "MGTOW" stands for "Men Going Their Own Way", a common rallying cry among the Incel community.

We chose to focus on the Incel community specifically because of the violent misogynistic rhetoric which acts as a foundation for their sexist worldview. Radical misogyny can act as a platform for believers to become radical in other spheres, specifically the far right. Incel and far-right belief systems overlap on a variety of issues, however, the attitude towards women is the most significant. While connected to other ideologies, "Movements such as male supremacism and Incels can and should be considered a separate threat category, not just a 'gateway' to other ideologies."² A proactive approach to addressing this violent misogynistic rhetoric is necessary as its own threat.

To test the efficacy of our messaging within the Incel community, we ran a Twitter ad campaign to boost three ads targeting men ages 18-34, US-based, and following the top "Red Pill" Incel Twitter accounts as well as look-a-likes of their audiences. This total audience size was 6.1k. Our network analysis and database creation made the targeting of this campaign possible.

We set the campaign to auto bid against the most engaging content. From that, the community building post took off because it had substantive likes and retweets. Although the community

² *Why Terrorism Studies Miss the Mark When It Comes To Incels*, The International Centre for Counter-Terrorism <https://icct.nl/publication/why-terrorism-studies-miss-the-mark-when-it-comes-to-incels/>

building ad had a significant amount of impressions, the mental health tools ad had the highest CTR (click through rate) at 1.65%. Industry standards put a good CTR between 2-3%, so this is promising, especially given we are targeting an audience that historically engages with very different types of content. Further, the influencers ad also showed some potential with a 1.21% CTR. Overall, the test was efficient in spend and our website traffic went from untouched to 434 unique visitors in 4 days, averaging 2 minutes and 11 seconds a session — which falls in the 2–3-minute industry average, proving engagement on our page once new visitors landed.

We believe these results show promise in engaging our target audience. It has also inspired new content-creation based on the interests and demographics of those who were most engaged with our ads. With funding, we'll be able to expand our reach, create new content, and learn more about ways to divert our targeted audience away from hate.

After applying this methodology and winning the [Fall 2021 Invent2Prevent competition](#) hosted by the DHS Center for Prevention Programs and Partnerships (CP3), we are now taking Diverting Hate to its next evolution via the CP3 Sustainment Program managed by the McCain Institute at Arizona State University, to reach a minimum of 700,000 men at-risk of radicalization. We believe this number is achievable due to our initial test in which we were able to reach over 6,000 with \$500 spent, therefore with \$15,000 per campaign we believe we can reach potentially up to 720,000. This reach will allow for more opportunities for full conversion from ad to community group member.

RELATED PROGRAMS

Extremism intervention on social media platforms is a growing industry with several groups taking different approaches to hinder the spread of hate and prevent radicalization. They range from NGOs to private organizations, all taking on innovative and unique approaches to this very complicated and vast societal issue. A key focus for many organizations in this space is to influence social media giants to create stronger enforceable policies that will lead to the removal of hateful and dangerous narratives. For example, *Center for Countering Digital Hate (CCDH)* seeks to disrupt the architecture of online hate and misinformation. In the same vein, *We Counter Hate* campaign in partnership with *Life After Hate* combatted hate speech on Twitter to inspire their policy enforcement teams to flag and remove these dangerous narratives. Others are taking broader approaches, such as *Jigsaw*, Google's organization that piloted *Moonshot CVE's* Redirect Method and continues to build scalable technologies against disinformation, censorship, toxicity, and violent extremism. A few organizations in the space are focused on protecting women, such as *Coalition Against Online Violence* and *Bloc Party*. *Coalition Against Online Violence* works to protect women journalists from online abuse and harassment. *Block Party* is an anti-harassment tool built for Twitter to protect women from bad actors. Diverting Hate holds a unique approach among these groups to specifically protect women from offline violence, by preventing radicalization of extreme misogyny among men. Many of the approaches in the current landscape take a more reactive approach to hateful narratives, including censorship. However, we see an opportunity to take a more proactive approach of prevention. Leveraging the research and learnings from these organizations, Diverting Hate's methodology is additive to the efforts of prevention groups, specifically within the 'manosphere' and on the Twitter platform.

PROGRAM DESIGN

PROBLEM STATEMENT

The digital age has seen a proliferation of radicalizing content online due in part to social media's algorithms which are designed to keep users engaged on their platforms. A poignant example of this is the growing online community espousing violent Incel ideology.

Counter-radicalization efforts from social media companies are limited to reactive strategies, the result is failure to stifle the burgeoning of radicalizing content across social media sites. This project responds directly to this inadequacy, by focusing on preventative strategies—specifically, on building protective factors in populations who are vulnerable to Incel ideology. Such protective factors include combating feelings of isolation and low self-worth.

Social media sites such as Twitter are flagging and removing content that violates their platforms. However, there is an opportunity to redesign the feeds users are operating inside of via product design and targeted digital advertising. Our research shows that providing an ‘offramp’ for at-risk and vulnerable individuals who are engaging with Incel content increases access to services which build protective factors. Research has shown that by increasing access to these protective factors, the likelihood of further radicalization decreases.

PROGRAM GOALS AND OBJECTIVES

Overall, Diverting Hate seeks to contribute to the FY22 TVTP Grant Program’s following priorities:

- Addressing Online Aspects of Terrorism and Targeted Violence
- Preventing Domestic Violent Extremism

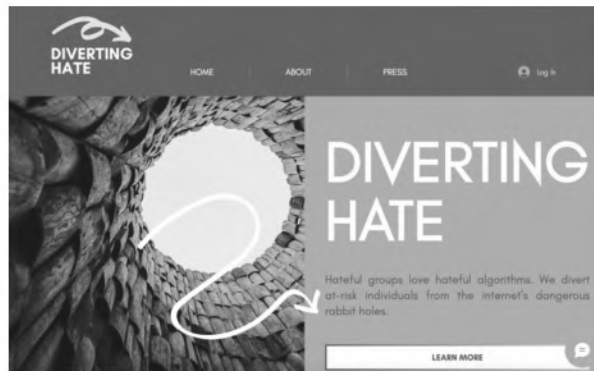
Our first goal falls under *Objective 1*: The local community has awareness of the radicalization to violence process and what the threat of targeted violence and terrorism looks like.

To develop and contribute to the theoretical understanding of Incel ideology by conducting and sharing the results of in-depth research, analyses, and marketing tests. Our first goal is to methodically and comprehensively understand the nexus between online behaviors and offline harms within the Incel-to-greater-manosphere community. To do this, we will optimize academic-practitioner cooperation and data-sharing, as well as explore and explain the limitations of and opportunities for algorithmic measures. Through market tests, in-depth analyses, and research, we aim to prevent Incels from exploiting online platforms while protecting human rights. These learnings will live on www.divertinghate.org. This goal directly contributes to the NOFO’s outcome: “Developed and delivered awareness programs on the process of radicalization to violence and/or the local threat of targeted violence and terrorism.”

Our second goal falls under *Objective 2*: The local community has awareness of both the risk factors for – and the protective factors against - radicalization to violence.

To disrupt Incel radicalization on-ramps on Twitter by surfacing alternative pathways to community group partners using targeted ads via user behavior, key terms, and network analysis. Our second goal is to methodically and intentionally meet our audience where they are, in order to redirect them away from dangerous content. To do this, we will identify where in the radicalization funnel our vulnerable audience is, and strategically place interventions, before radicalization. In addition, through market tests, in depth analyses, and research, we aim to prevent Incels from exploiting online platforms. We will implement diversion options that utilize the primary protective factors for combating Incel ideology, which are: 1) social health and relationships; 2) positive masculinity; 3) empathy and connection; 4) positive social and individual action; 5) access to nonviolent outlets; 6) environmental and emotional stability; and 7) affirmative sexuality. These options primarily through men’s community groups will live on our resource hub page. This goal will hit on two of the NOFO’s outcomes: “Developed and implemented programs that decrease risk factors for radicalization to violence” and “Increased skills in identifying and avoiding narratives related to recruitment and mobilization to violence.”

Below are the directional designs for DivertingHate.org (left) where our research from Goal 1 will be housed and our resource hub (right), where we will be directing our audience within the activities of Goal 2.



JOIN US TODAY



I'm not alone and neither are you.

Finding community and help online can feel impossible and even dangerous. But, it doesn't have to be. The Hub helped me realize I'm not alone, and neither are you. I was able to explore options to find a therapist that fit my needs and my schedule.

Join Us Today

LOGIC MODEL

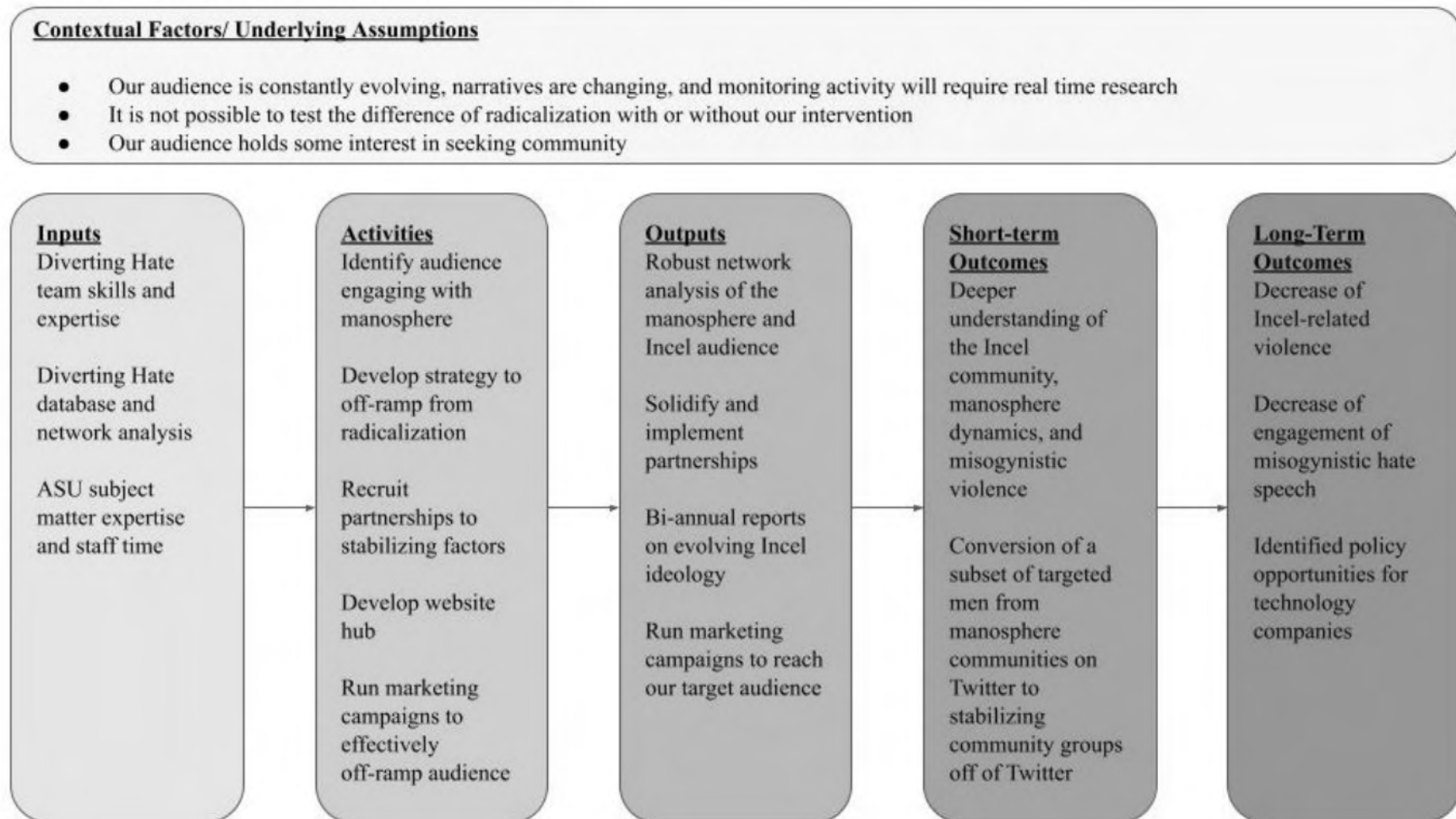
The theory of change for this proposal is demonstrated by the following: “if we divert men away from misogynistic content online via digital marketing, toward an all-in-one resource center with resiliency building tools” we will see: 1) increased engagement with protective factors 2) decreased engagement with violent misogynistic narratives 3) increased membership protective factors.

To achieve this theory of change, our inputs include: The Diverting Team’s expertise and skill sets in research and marketing strategy, the established database and network analysis of the Diverting Hate team (including the research efforts from July - October 2022 funded by the Middlebury College Strategic Initiatives Provost Fund), and ASU expertise and staff time.

The Diverting Hate team will identify the audience on Twitter and produce an understanding of the Incel community and manosphere within this ecosystem. The team will develop strategic partnerships with at least six national men’s community groups and one group specific to the ten major metropolitan areas of the U.S. through a vetting process that will be informed by effective counter-violence methods, gender-studies research, and research in male supremacy. Further, the team will advance the design of the resource hub to be easy to navigate, simple to discover community groups, and produce a streamlined conversion funnel from ad to membership. This conversion will be possible through strategic digital marketing on the Twitter platform. These ad campaigns will be improved quarter to quarter through A/B testing, content strategy, and learnings from partners on conversion metrics. These activities will lead to a set of outputs that enable our prevention methodology including development of our network analysis and database, solidified and implemented vetted partnerships, and 4 key digital ad campaigns targeting our key audience.

In the short-term, our activities and outputs will lead to a deeper understanding of the Incel community and the manosphere on Twitter at large, including narratives, key influencers, and significant events. This directly attributes to *Objective 1*: The local community has awareness of the radicalization to violence process and what the threat of targeted violence and terrorism looks like. Further, our activities will lead to conversion of a subset of targeted men from manosphere communities on Twitter to stabilizing community groups off Twitter, tied to *Objective 2*: The local community has awareness of both the risk factors for – and the protective factors against - radicalization to violence. In the long-term we believe our model has the potential to decrease Incel-related violence, decrease engagement of misogynistic hate speech, and effectively identify policy opportunities for tech companies and security organizations. Demonstrated in Table 3.0 on page 8.

TABLE 2.0 DIVERTING HATE PROGRAM LOGIC MODEL



ACKNOWLEDGED LIMITATIONS

We believe our methodologies and theory of change have an opportunity for impact and prevention of Incel-radicalization, however, there are limitations to be considered in approaching this systemic issue.

Complexities of Combating Misogyny and Incel Ideology

- Misogyny is systemic and it will require policy and societal shifting to solve the violent outcomes of misogyny.
- The Incel-sphere is a hard entity to define. There are many elements that compose it, and some are not as violative as others.
- Analyzing overt, violent, Incel content on the dark web may prove challenging, because of Incel's tightly woven network of dark websites.

Applying Methodology on Twitter

- Twitter is a changing landscape, especially as leadership evolves and policies change.
- Without direct access to the platform, we are limited to our understanding of the Twitter digital advertising tools openly available to marketers.
- Our advertising reach will be capped by our spend limits.

Conversion Metrics

- The full conversion to a community group may take several intervening messages and extended periods of time.

ORGANIZATION AND KEY PERSONNEL

The **McCain Institute for International Leadership** was created in 2012 and sits organizationally within Arizona State University (ASU). The McCain Institute is an agile, action-oriented organization with a proven track record of producing impactful programming to address particularly challenging national and international problems. The Preventing Targeted Violence program at the McCain Institute is **preventing targeted violence and terrorism through fostering innovative solutions, connecting practitioners, and facilitating knowledge sharing**. Through the DHS TVTP FY20 Grant, the Preventing Targeted Violence program is currently developing the Prevention Practitioners' Network: a national network of interdisciplinary professionals dedicated to preventing targeted violence, terrorism, and their impacts, within the United States. Through the DHS TVTP FY21 Grant, the Preventing Targeted Violence team is also building a nation-wide, awareness raising campaign site that will a) educate parents, caregivers, and concerned adults on how the internet can be used to target and recruit youth into extremist movements, and (b) empower parents to protect their children from harmful content. Additionally, via a contract with DHS's Center for Prevention Programs and Partnerships, the McCain Institute has successfully designed and launched Invent2Prevent: a nation-wide competition challenging student teams to create their own dynamic products, tools, or initiatives to prevent targeted violence and terrorism. The Institute's other areas of programmatic focus include development and training of next-generation leaders, combating human trafficking, promoting human rights and democracy, and advancing rule of law around the world. The Institute

has a staff of approximately 30 professionals, and an annual budget of approximately \$10,000,000.³

The McCain Institute receives funding through a combination of personal, organizational, and corporate philanthropy, as well as foundation and government grants and resources provided by ASU. The McCain Institute's link to ASU creates opportunities to partner with and leverage the vast resources and capabilities of a premier research and teaching university. US News and World Report (2022) has repeatedly recognized ASU as the #1 US University for Innovation.⁴

Brette Steele leads this project on behalf of the McCain Institute. Brette serves as the Senior Director for Preventing Targeted Violence at the McCain Institute for International Leadership. In this capacity, she manages global student innovation challenges, an emerging national Prevention Practitioners Network, and a National Policy Blueprint to End Violent White Supremacy. With her extensive experience in terrorism prevention, Steele advises locally based prevention frameworks and state and local governments on targeted violence prevention initiatives. Additionally, Steele serves on the Board of Life After Hate.

Previously, Brette served as Regional Director of the DHS Office of Terrorism Prevention Partnerships, established and served as Deputy Director for the U.S. Countering Violent Extremism Task Force, and coordinated all terrorism prevention initiatives across the US Department of Justice. In those capacities, she developed subject matter expertise and strong relationships with prevention and intervention practitioners around the country. Brette holds a BA from the University of California, Berkeley, and a JD from University of California Los Angeles.

Ashleigh Bowers will manage the implementation of this project on behalf of the McCain Institute including program management and providing subject-matter expertise. In her role as Program Manager for Preventing Targeted Violence, Ashleigh leads the implementation of violence prevention programming, advances the Institute's presence within the field, and manages the development of new initiatives. Her experience in national security, program management, and training and resource development will be a critical resource for the success of this project. Ashleigh holds a BS in Political Science from Arizona State University and a MA in Global Security from Arizona State University.

Diverting Hate was founded by graduate-level students at the Middlebury Institute of International Studies as a result of a course on radical extremism and successful completion of the Invent2Prevent Project. Our team comprises of multilingual and passionate humanitarians who are interested in making the world a safer and more just place. Our backgrounds span private, public, and non-profit sectors in areas of research, programming, humanitarian aid, policymaking, academia, and the law.

Kaitlyn Tierney — Consultant, Program Manager, Marketing Strategy will oversee the day-to-day operations alongside Program Manager, Partnership & Research Strategy. The focus of this role will oversee and execute digital marketing efforts, website development, and reporting on

³ McCain Institute for International Leadership. <https://www.mccaininstitute.org/>.

⁴ *Most Innovative National Universities*, U.S. News & World Report (2022). <https://www.usnews.com/best-colleges/rankings/national-universities/innovative>

marketing and testing results. Kaitlyn Tierney holds a B.A. in Marketing from the University of Wisconsin- Madison and is pursuing an M.A in International Policy Development with a focus on countering violent extremism from Middlebury Institute of International Studies. She garners over 8 years of experience in marketing and business strategy, including quantitative and qualitative marketing research, designing and executing integrated multi-million-dollar marketing campaigns. Additionally, Kaitlyn Tierney researches extremism at the Center on Terrorism, Extremism, and Counterterrorism (CTEC) and is a co-leader on Middlebury Institute's first place team in the Invent2Prevent Project.

Courtney Cano — Consultant, Program Manager, Partnership & Research Strategy will oversee the day-to-day operations alongside Program Manager, Marketing Strategy. The focus of this role will be partnership outreach, development and management, research coordination, and execution. Courtney Cano holds a B.A. in Political Science, Religion, and Philosophy from Middlebury College and is pursuing an M.A in International Policy Development with a focus on countering violent extremism from Middlebury Institute of International Studies. She garners over 5 years of experience as an analyst and development professional, including quantitative and qualitative political theory research, developing community partnerships with relevant government stakeholders, and direct contribution to the legal strategy of several public defense and state attorney offices. Additionally, Courtney Cano is a co-leader on Middlebury Institute's first place team in the Invent2Prevent Project.

Jason Blazakis — Consultant, Advisor is a Graduate professor who teaches courses on violent extremism at the Middlebury Institute of International Studies. He worked in the United States Government for nearly 20 years on national security issues. His role will be to provide advice on how the technical aspects and outcomes of the project align with the research findings. He will review and edit relevant documents, to include public facing papers.

Astrid Askenberger — Consultant, Research Lead will brief the team on the latest findings within Incel-ideology via monitoring of key influencers, narratives, and events. This role will collect data both quantitative and qualitative to inform the targeting efforts and messaging strategy of Diverting Hate. This role will work closely with Program Manager, Partnership & Research Strategy. Astrid Askenberger has researched both men's violence against women in general and Incel violence in her Human Rights B.A. She is currently pursuing a M.A in Nonproliferation and Terrorism Studies with a special focus on gender-based extremism and terrorism, besides her studies she is a fellow at CTEC where she is researching Incels in Scandinavia.

Peter Stewart — Consultant, Partnership Outreach Lead will assist in the development of the partnership vetting process, manage the research for partnership opportunities, contact and build relationships with community group and mental health partners, and oversee long-term partnerships. This role will work closely with Program Manager, Partnership & Research Strategy. Peter Stewart has extensive experience interfacing with diverse stakeholders and building relationships as a community organizer in the city of Laguna Beach and as a humanitarian responder with the International Rescue Committee responding to the Afghan refugee crisis in late 2021.

Myles Flores — Consultant, Research Assistant will work alongside Research Lead to monitor the Incel community on Twitter by adding to an evolving database, contributing to network analysis, and supporting memos or reports. Myles Flores is a well-versed researcher in CVE. His previous role was as a Graduate Research Assistant at the Center on Terrorism, Extremism, and Counterterrorism (CTEC). He has an M.A. in Non-Proliferation and Terrorism Studies from the Middlebury Institute of International Studies, which discussed extremism in a national and international context.

SUSTAINABILITY

Diverting Hate's methodology would need to be sustained through continued research into the Incel community to maintain data sources and expand network analysis. Further, the team would require spending for additional targeted digital ad campaigns, and continued efforts in building and establishing effective partnerships with community and mental health groups.

Beyond the two-year grant period, one of the long-term goals at Diverting Hate is to design a more effective policy approach for addressing misogynistic extremism on social media. To do this, we would propose a formal partnership to Twitter as well as expand our methodology to other social platforms such as Meta, YouTube, and TikTok. Additionally, due to the global nature of social platforms, we would like to expand our efforts internationally. And finally, we would expand our partnerships beyond community and mental health groups to address other areas of protective factors.

BUDGET DETAIL AND NARRATIVE

TABLE 3.0 BUDGET CATEGORIES

Budget Category	Federal Request
Personnel	\$69,560.00
Fringe Benefits	\$23,715.00
Travel	\$0.00
Supplies	\$0.00
Contractual	\$430,000.00
Total Direct Costs	\$523,275.00
Indirect Costs	\$136,052.00
TOTAL PROJECT COSTS	\$659,327.00

PERSONNEL:

Brette Steele will serve as Principal Investigator and commit to the project 0.6 calendar months in year one and 0.6 calendar months in year two. Brette is primarily responsible for overseeing the design, implementation, partnership development, and staff management throughout the duration of this grant. She will provide strategic vision and subject matter expertise during strategic planning and grant activities.

Ashleigh Bowers will serve as the Program Manager and commit to the project 3.6 calendar months in year one and 3.6 calendar months in year two. Ashleigh is primarily responsible for working collaboratively with project consultants to manage the development and implementation of the project. She will schedule grant activities and run daily operations, ensuring the grant program stays compliant with the implementation measurement plan and will coordinate all program reporting.

An estimated cost escalation has been included in the out years, consistent with ASU policy.

FRINGE BENEFITS:

Arizona State University defines fringe benefits as direct costs, estimates benefits as a standard percent of salary applied uniformly to all types of sponsored activities, and charges benefits to sponsors in accordance with the Federally-negotiated rates in effect at the time salaries are incurred. The rates used are based on the current Federally-negotiated Rate Agreement rate plus annual escalation for out years. The applicable rates are Staff: FY2023 - 33.58%; FY2024 – 34.59%

CONTRACTUAL:
Project Consultants

Program Manager (Kaitlyn Tierney) — Marketing Strategy will oversee the day-to-day operations alongside Program Manager, Partnership & Research Strategy. The focus of this role will oversee and execute digital marketing efforts, website development, and reporting on marketing and testing results. She will be designing and executing marketing tests, report on and implement learnings from each ad campaign, and lead strategy of content and web design. She will manage the Marketing Intern in Year 2. She's committed to both years of the project at 20 hours a week for 50 weeks per year at a rate of \$50 per hour.

Program Manager (Courtney Cano) — Partnership and Research Strategy will oversee the day-to-day operations alongside Program Manager, Marketing Strategy. The focus of this role will be partnership outreach, development and management, research coordination, and execution. She will be the main contact for all of our community group partners and research partners. She'll manage the research and partnership team members. She is committed to both years of the project at 20 hours a week for 50 weeks per year at a rate of \$50 per hour.

Research Lead (Astrid Askenberger) will brief the team on the latest findings within Incel-ideology via monitoring of key influencers, narratives, and events. This role will collect data both quantitative and qualitative to inform the targeting efforts and messaging strategy of Diverting Hate. This role will work closely with Program Manager, Partnership & Research Strategy and Research Assistant. She will develop quarterly memos for the team to stay updated on evolving Incel ideology and bi-annual reports for the larger community to learn from the Diverting Hate team. She is committed to both years of the project at 15 hours per week for 50 weeks a year at a rate of \$50 per hour.

Partnership Outreach Lead (Peter Stewart) will assist in the development of the partnership vetting process, manage the research for partnership opportunities, contact and build relationships with community group and mental health partners, and oversee long-term partnerships. This role will work closely with Program Manager, Partnership & Research Strategy. He will develop and design the vetting process for community group partners, build out relationships, execute contracts, and collaborate with partners on learnings. He is committed to both years of the project at 10 hours a week for 50 weeks per year at a rate of \$50 per hour.

Research Assistant (Myles Flores) will work alongside Research Lead to monitor the Incel community on Twitter by adding to an evolving database, contributing to network analysis, and supporting memos or reports. He will monitor the Incel community on Twitter, including key influencers and narratives, contribute to and maintain the Diverting Hate database of key terms, and support in the production of memos and reports. He is committed to both years of the project at 5 hours a week for 50 weeks per year at a rate of \$25 per hour.

Marketing Intern (TBD) will work alongside Program Manager - Marketing Strategy in Year 2 to create content for Twitter digital ad campaigns, assist in managing execution of digital marketing campaigns and support on the reporting of each campaign and contribute to strategy to effectively target and convert audience. This role will assist the team for 500 hours in Year 2 at a rate of \$25 per hour.

Advisor (Jason Blazakis) will continue to advise the team during weekly touch bases to help guide efforts, networking opportunities, research, writing, extremism expertise, and project development. He is committed to both years of the project for 1 hour a week for 50 weeks per year at a rate of \$100 per hour.

Project Services

To effectively achieve our reach of a minimum of 700,000 men on Twitter the Diverting Hate team will need to design support and campaign budget resources. Design costs in the amount of \$5,000 have been budgeted and include fees for Wix, Google Analytics, and CrazyEgg Heatmap Tooling to improve and inform our design - additionally, some will be paid for design support via Wix (our website provider) to improve our website.

Campaign Programming costs in the amount of \$15,000 per quarter for Q3 - Q7 of the project have been budgeted and will enable the project to reach over 175,000 men per campaign. These campaigns will be optimized for direct call to action and sign-ups to our partner organizations.

INDIRECT COSTS

Indirect costs are calculated on Modified Total Direct Costs (MTDC) using rates approved by the US Department of Health and Human Services (DHHS). The University's Rate Agreement was approved on April 20, 2021, at 26% of Modified Total Direct Costs (MTDC) for off-campus projects. MTDC includes salaries and wages, fringe benefits, materials and supplies, services, travel, and the first \$25,000 of each subaward. Exclusions from MTDC include graduate student tuition remission, participant support, subawards over the first \$25,000, capital equipment, and scholarships/fellowships.

Appendices

A. Completed Implementation and Measurement Plan (IMP) Template

IMPLEMENTATION & MEASUREMENT PLAN (IMP)

PROJECT STATEMENT

The destructive combination of violent misogyny and social media algorithms that prey on explosive narratives has led individuals down paths of self-harm and targeted violence. Taking an empathetic approach, we developed Diverting Hate, an ethical technology with the goal of diverting at-risk, young men away from dangerous misogynistic paths and towards healthier outlets of community and mental health support.

PROJECT GOALS

1. To develop and contribute to the theoretical understanding of Incel ideology by conducting and sharing the results of in-depth research, practical analyses, and marketing tests with practitioners, researchers, academics, and the broader preventing targeted violence and terrorism community.
2. To disrupt Incel radicalization on-ramps within Twitter by surfacing alternative pathways to community group partners using targeted ads via user behavior, key terms, and network analysis.

GOAL 1: To develop and contribute to the understanding of Incel ideology by conducting and sharing the results of in-depth research, practical analyses, and marketing tests with practitioners, researchers, academics, and the broader CVE community.

OBJECTIVE 1.1 Expand database key terms and adapt according to the evolution of narratives.

OBJECTIVE 1.2 Produce bi-annual reports on evolving Incel ideology and behavior.

OBJECTIVE 1.3 Develop a report on audience behavior, partner conversion, and recommendations for the sustainability of program

GOAL 1: IMPLEMENTATION PLAN

Objectives	Activities	Inputs/Resources	Timeframe	Anticipated Outputs
OBJECTIVE 1.1: Expand database key terms and adapt according to the evolution of narratives.	Activity 1.1.1: Identify key Incel online forums on the surface web and deep web.	Research Lead Research Assistant	Q1 - Q8	Minimum of additional 50 key terms per quarter
	Activity 1.1.2: Conduct analysis on the surface web and deep web forums to compile terms.	Research Lead Research Assistant	Q1 - Q8	Defining at least 50 key terms per quarter
OBJECTIVE 1.2: Produce bi-annual reports on evolving Incel ideology and behavior.	Activity 1.2.1: Cross-reference compiled terms with sources	Research Lead Research Assistant	Q1 - Q8	Ensuring key terms are up-to-date with other sources on academic databases (if applicable), surface web forums, and deep web sources
	Activity 1.2.2: Review inputted terms for any errors	Research Lead Research Assistant	Q1 - Q8	Confirming terms correlate to definitions found on Incel-forums
	Activity 1.2.3: Produce one report every 2 quarters to consist of research to date/analyses to date, and changes from previous reports (as applicable)	Research Lead Research Assistant	Q1 - Q8	4 total reports over the course of 8 quarters.

	Activity 1.2.4: Disseminate reports to contacts/partners, academics, practitioners, and experts in the TVTP field.	Program Manager, Partnership & Research Strategy Program Manager, Marketing Strategy Partnership Outreach Lead Research Lead Research Assistant	Q1 - Q8	4 total reports over the course of 8 quarters disseminated to contacts/partners, academics, practitioners, and experts in the TVTP field.
OBJECTIVE 1.3: Develop two reports on audience behavior, partner conversion, and recommendations for the sustainability of program	Activity 1.3.1: Produce one report to detail target audience findings, data findings from partner conversions, and recommendations for the program in the next 4 quarters/second half of project timeline.	Program Manager, Partnership & Research Strategy Partnership Outreach Lead Research Lead Research Assistant	Q1- Q4	1 report detailing analyses of target audience, findings from project data gathering, partnership-gained knowledge, and recommendations for changes/re-scoping in next 4 quarters.
	Activity 1.3.2: Produce one report to detail target audience findings, data findings from partner conversions, and recommendations for the sustainability of the program after the project completion.	Program Manager, Partnership & Research Strategy Partnership Outreach Lead Research Lead Research Assistant	Q5 - Q8	1 report detailing analyses of target audience, findings from project data gathering, partnership-gained knowledge, and recommendations for changes/rescoping and sustainability after project completion.

GOAL 1: MEASUREMENT PLAN

Performance Measures	Data Collection Method and Timeframe
Increase database of Incel terms appearing on Twitter (Target: addition of 50 key terms per quarter)	<ul style="list-style-type: none"> • Monitor the frequency of database terms appearing on Twitter • Identify at least one source outside of Twitter where the term is being used for each new term Timeframe: Q1 - Q8
Successfully disseminate bi-annual reports (Target: at least 20 unique groups/persons within the violence prevention community)	<ul style="list-style-type: none"> • Download count of how many groups/persons viewed our reports • Run 4 surveys post dissemination to each group/person to gather feedback and identify the percentage of knowledge gained Timeframe: Q1 - Q8
Improve understanding of Incel behaviors within the Twitter ecosystem and with men's community groups (Target: 16 of our partners and at least 4 relevant violence prevent organizations)	<ul style="list-style-type: none"> • Data collection on conversion from our partner organizations • Download count of how many groups/persons viewed our reports • Run 2 surveys post dissemination to each group/person to gather feedback and identify the percentage of knowledge gained Timeframe: Q4 & Q8

GOAL 2: To disrupt Incel radicalization on-ramps on Twitter by surfacing alternative pathways to community group partners using targeted ads via user behavior, key terms, and network analysis.

OBJECTIVE 2.1: Partnership outreach and implementation of men’s community group organizations

OBJECTIVE 2.2: Design and improve resource hub and adjust based on learnings from first and third ad campaign

OBJECTIVE 2.3: Run quarterly ad campaigns in year 2 to direct audience to our partners on our resource hub

GOAL 2: IMPLEMENTATION PLAN

Objectives	Activities	Inputs/Resources	Timeframe	Anticipated Outputs
OBJECTIVE 2.1: Partnership outreach and implementation of men’s community group organizations	Activity 2.1.1 Network with established institutions via McCain practitioner’s network (such as IRMS) to inform partner vetting process	Program Manager, Marketing Strategy Program Manager, Partnerships and Research Strategy Practitioner’s Network	Q1	Informed framework for partnership outreach
	Activity 2.1.2 Develop strategy and process for onboarding partners to the Diverting Hate resource hub	Program Manager, Marketing Strategy Program Manager, Partnerships and Strategy Partnership Outreach Lead	Q1	Established vetting process checklist and onboarding criteria
	Activity 2.1.3 To recruit at <i>least 6 groups</i> offering online services that are available to a national audience	Program Manager, Partnerships and Strategy Partnership Outreach Lead	Q1 - Q4	Launch 6 national partners onto resource hub

	Activity 2.1.4 Recruit at <i>least one group per city</i> in the 10 largest US cities offering in person services that are available to a local audience	Program Manager, Partnerships and Strategy Partnership Outreach Lead	Q1 - Q6	Launch 10 localized partners onto resource hub
OBJECTIVE 2.2: Design and improve resource hub and adjust based on learnings from first and third ad campaign	Activity 2.2.1 Review and analyze conversion to partnerships and adjust marketing tests accordingly	Program Manager, Marketing Strategy Marketing Intern Wix Metrics & Google Analytics CrazyEgg Heat Mapping tooling	Q3 before first launch and Q5 and Q7 following campaigns	Revised and improved design and user experience of resource hub
	Activity 2.2.2 Create new content for hub to use as ad assets in campaigns	Program Manager, Marketing Strategy Marketing Intern Wix Metrics & Google Analytics	Q3-Q7	One piece of content per partner and 3-5 general use pieces
OBJECTIVE 2.3: Run quarterly ad campaigns in year 2 to direct audience to our partners on our	Activity 2.3.1 Run Q4 Twitter ad campaign, targeting our audience with our 6 national partners and 2 of our localized partners	Program Manager, Marketing Strategy Marketing Intern Wix Metrics & Google Analytics	Q4	Reach a minimum of 175,000 Achieve a minimum of 1.5% CTR Fully convert .5% of audience to a partner

resource hub	Activity 2.3.2 Run Q5 Twitter ad campaign, apply metrics learned from Q4 campaign to create new content and refine targeting. Implement 4-6 localized partner targeted ads	Program Manager, Marketing Strategy Marketing Intern Wix Metrics & Google Analytics	Q5	Reach a minimum of 175,000 Achieve a minimum of 1.5% CTR Fully convert .5% of audience to a partner
	Activity 2.3.3 Run Q6 Twitter ad campaign, targeting apply metrics learned from Q5 campaign to create new content and refine targeting. Implement additional 2-4 new localized partners	Program Manager, Marketing Strategy Marketing Intern Wix Metrics & Google Analytics	Q6	Reach a minimum of 175,000 Achieve a minimum of 1.5% CTR Fully convert .5% of audience to a partner
	Activity 2.3.4 Run Q7 Twitter ad campaign, targeting apply metrics learned from Q6 campaign to create new content and refine targeting. Implement additional 2-4 new localized partners	Program Manager, Marketing Strategy Marketing Intern Wix Metrics & Google Analytics	Q7	Reach a minimum of 175,000 Achieve a minimum of 1.5% CTR Fully convert .5% of audience to a partner

GOAL 2: MEASUREMENT PLAN

Performance Measures	Data Collection Method and Timeframe
Successful onboarding of at least 16 partners	Partnership outreach to a minimum of 30 different men's community group organizations via open-source search and connections through practitioner network and team Timeframe of outreach: Q1 - Q4 Timeframe for partnership maintenance: Q4 - Q8
For each advertising campaign: <ul style="list-style-type: none"> ● Reach a minimum of 175,000 users ● Achieve a minimum of 1.5% CTR (click-through-rate)⁵ ● Successfully divert .5% of the audience to a men's community group partner 	Collect data through Twitter ads platform and Google Analytics from our resource hub and websites of our partners to understand membership uptick after we send traffic to their sites Timeframe: Q4 - Q7
Improve click through to partner sites by at least .5% via our resource hub	Collect this data through heat mapping tool, CrazyEgg Timeframe: Q4 - Q7

• ⁵ the percentage of people visiting a web page who access a hypertext link to a particular advertisement.

Appendices Continued

CURRICULUM VITAE

- Brette Steele
- Ashleigh Bowers
- Kaitlyn Tierney
- Courtney Cano
- Jason Blazakis
- Astrid Askenberger
- Peter Stewart
- Myles Flores

DOCUMENTATION OF SUPPORT

- None

LETTERS OF RECOMMENDATIONS

- Global Internet Forum to Counter Terrorism - Erin Saltman
- We Counter Hate - Shawn Herron
- Boston University - Jessica Stern

BRETTE STEELE

(b)(6)

PROFESSIONAL EXPERIENCE

McCain Institute for International Leadership

2019–Present

Senior Director of Prevention and National Security

- Managed national competitions that empower university students to counter hate and targeted violence through the development and deployment of dynamic campaigns at 41 universities in the US and 4 universities in France
- Designed a network to share promising practices, develop evidence-based guidelines, and incubate innovative strategies for preventing targeted violence throughout the country
- Hosted capacity-building workshops for hundreds of interdisciplinary terrorism prevention practitioners
- Developed and launched an actionable policy blueprint to end white supremacist violence
- Advised federal, state, and local governments on hate and targeted violence prevention initiatives

Department of Homeland Security, Office of Terrorism Prevention Partnerships 2017–2019

Regional Director of Strategic Engagement

- Advised the State of California in the development of the first statewide Preventing Violent Extremism Strategy
- Built capacity of 15 nonprofits through advice on grant strategy, program design, and research and evaluation
- Partnered with cities and counties to develop and implement Preventing Violent Extremism frameworks
- Developed evidence-based practices through collaboration with researchers and independent program evaluators
- Hosted Digital Forums on Terrorism Prevention to develop technical solutions to prevent and counter terrorism

Countering Violent Extremism Task Force (on assignment)

2016–2017

Deputy Director

- Coordinated Countering Violent Extremism initiatives across Departments of Defense, Education, Health and Human Services, Homeland Security, Justice, Labor, and State
- Managed revision and implementation of Strategic Implementation Plan for Empowering Local Partners to Prevent Violent Extremism, including development of novel approaches to multidisciplinary intervention and rehabilitation
- Supervised development of the first Community Awareness Briefing to address all forms of violent extremism
- Created guide to developing local violence prevention frameworks and promoted it at conferences around country
- Provided technical assistance, consultation, and research for locally-driven intervention programs

U.S. Department of Justice, Office of the Deputy Attorney General (on detail) 2013–2016

Senior Counsel

- Coordinated Department of Justice efforts to build resilience against violent extremism

- Implemented a Resource Guide on Training Addressing Racial, Ethnic, Religious, or Cultural Issues and Groups
- Designed and built the Countering Violent Extremism Task Force in partnership with the National Security Council
- Coordinated the National Commission on Forensic Science and oversaw related Department-wide initiatives

United States Department of Justice, Office of Legal Policy

2011–2013

Senior Counsel

- Negotiated strategic plan for the Office of Dispute Resolution
- Managed interagency partnerships and collaborated on strategies to counter violent extremism
- Designed and negotiated interagency development of the National Commission on Forensic Science
- Coordinated departmental review of Americans with Disabilities Act regulations
- Drafted rule-making documents concerning disability accommodations, criminal justice, and regulatory review
- Coordinated an office-wide internship program and supervised 17 interns

Mayer Brown, L.L.P.

2008–2011

Associate

- Researched and drafted briefs filed with the U.S. Supreme Court and federal and state appellate courts
- Served as an appellate consultant with primary briefing responsibilities for four trials

United States Court of Appeals for the Ninth Circuit

2007–2008

Law Clerk for the Honorable Dorothy W. Nelson

Western Justice Center Foundation

2005–2006

Program Coordinator (8/05–8/06); Summer Fellow (Summer 2005)

- Designed and implemented three-day advanced training on public policy facilitation
- Consulted on design and implementation of police-community mediation programs
- Researched ADR Resource Program Guide for Ninth Circuit District Conferences

EDUCATION

University of California, Los Angeles, School of Law

J.D. May 2007

- 3.85 GPA; Order of the Coif
- UCLA Law Review: Vol. 53 Staff; Vol. 54 Symposium Editor

University of California, Berkeley

B.A. May 2004, Highest Honors in Ethnic Studies, Minor in Peace and Conflict Studies

- 3.84 GPA, High Distinction in General Scholarship, Phi Beta Kappa, and Dean's List

PUBLICATION

Enforcing Mediation Agreements as Arbitral Awards, 54 UCLA L. REV. 1385 (2007)

Ashleigh Bowers

(b)(6)

Education Experience

Master of Arts in Global Security – Arizona State University, August 2018

Bachelor of Science in Political Science – Arizona State University, May 2017

Work Experience

Program Manager, Preventing Targeted Violence

The McCain Institute · Washington D.C. · September 2020 – Present

- Provide program management and subject-matter expertise for McCain Institute programming related to preventing targeted violence
- Collaborate with the Senior Director and other team members to enhance existing programs and develop new initiatives, of varying scope, size, and budget to prevent targeted violence
- Organizes efforts within the Peer to Peer: Prevention Project and Invent2Prevent including curriculum development, training and development resources, and student mentorship
- Assists in launching new programs, including the Prevention and Intervention Practitioners' Network
- Supports the identification, application process, and execution of contracts, grants, and other funding awards
- Establishes and maintains direct contact with outside organizations and university departments associated with the preventing targeted violence program;
- Prepare budget proposals, recommendations, and approvals for McCain Institute preventing targeted violence programming
- Manages and monitors program expenditures and exercise budget control functions in keeping with McCain Institute and Arizona State University regulations and guidelines;
- Engages with ASU academic and administrative departments in support of program activities

Senior Program Coordinator, Education Programs

The McCain Institute · Washington D.C. · December 2019 – September 2020

- Served as the team lead for all education program initiatives; oversaw daily operations and coordinated program activities through assigned staff; prioritized and delegated work activities to ensure the completion of tasks
- Developed and independently implemented new or revised programs goals and objectives; established a program work plan in accordance with specifications, objectives, and funding limitations
- Evaluated programmatic effectiveness to develop and implement improved methods; devised evaluation methodology and implemented; analyzed results and took proper action based on outcome
- Performed needs-based assessment and analysis; studied participant, member, and community needs for continuous program development
- Prepared budget proposals and recommendations; directly managed an annual programmatic budget of \$250,000
- Interfaced with high-level government representatives and private industry leaders including diplomats, military officers, and company directors
- Implemented and managed a year-long digital and traditional marketing campaigns to recruit applicants to all education programs

Program Coordinator, Education Programs

The McCain Institute · Washington D.C. · May 2018 – December 2019

- Managed the undergraduate and graduate education programs for the McCain Institute including the Policy Design Studio, Foreign Policy Design, and the Master of Arts in International Affairs and Leadership
- Designed the first graduate level degree program, the Master of Arts in International Affairs and Leadership, in Washington D.C. for Arizona State University; directed the program through all phases including but limited to the following: proposal phase, growth and development, and implementation of the program
- Planned and executed all undergraduate classes; including but not limited to the following: syllabus development, meeting/schedule coordination, transportation needs, meeting room space needs, media plan execution, and any necessary follow up with guest speakers
- Identified expansion areas for the McCain Institute and Arizona State University including partnership opportunities with other universities in the Washington D.C. area, adding summer education opportunities, and establishing an online leadership certificate
- Built and managed relations with new and existing donors, performs duties related to grantee reporting, budgets and monitoring and evaluation
- Supported additional programs within the Leadership Development programs portfolio including the Next Generation Leaders and the Leadership Innovators

Government Affairs Intern

Arizona Board of Regents · Phoenix, Arizona · January 2017 - May 2017

- Analyzed legislation that impacted higher education, the public universities, and the overall education system
- Prepared briefings and exploratory reports on legislation to inform the Vice President and other team members; drafted action reports recommending which bills are of the most importance
- Independently represented ABOR at committee meetings, party caucuses, and community organizations

Dean of Faculty Intern

National Defense University · Washington D.C. · August 2016 - December 2016

- Directly assisted the 2017 Process for Accreditation of Joint Education (PAJE), the national accreditation for the Eisenhower School of National Security
- Produced data visualization and analysis projects in correlation with the PAJE project; interpreted data to best present the requirements of the Joint Professional Military Education
- Interfaced with high-level military officers, defense professionals, and leading experts; gained a first-hand experience of DoD culture and organization

Skills

- Computer: Microsoft Office Suite, Google Applications, Tableau, Canva
- Social media: LinkedIn, Facebook, Twitter, and Instagram

Coursework

M.A. in Global Security

- Governance Conflict and Transition
- Global Trends
- Terrorism and Insurgency
- Understanding Conflict and War
- U.S. Politics of Security

B.A. in Political Science

- Religion, Ethics, and International Politics
- National Security, Intelligence, and Terrorism
- Understanding International Government
- Contemporary Global Controversies
- Political Statistics

KAITLYN TIERNEY

(b)(6)

Passionate leader aspiring to bridge the gaps of technology and policy through creativity and empathy.

Strengths

Content Moderation Process | Policy Process | Brief Writing | Project Management | Messaging Strategy | Stakeholder Management | Public Speaking | Market Research | Team Development | Product Marketing

Academic Background

Graduate

Middlebury Institute of International Studies | Masters, International Policy Development | December 2022
Research and course focus on policy development, terrorism studies, organizational leadership, economics

Undergraduate

University of Wisconsin-Madison | Bachelor of Business Administration, Marketing | 2016

Language & Cultural Studies

Middlebury College, La Escuela de Español | Middlebury, Vermont | 2021

Completely immersed in Spanish language studies for 7 weeks with full scholarship

The Escola Superior de Comerç Internacional (ESCI) and CIEE | Barcelona, Spain | 2015

Studied International Business: Level 226 Spanish, Art History, Global Marketing Strategy, Marketing Research

Policy Research & Counter-terrorism Experience

Graduate Research Associate | Center on Terrorism, Extremism, and Counterterrorism | 2021 - Present
Center on Terrorism, Extremism, and Counterterrorism (CTEC) conducts in-depth research on terrorism and other forms of extremism.

- Extreme Content Monitoring Project | Major Silicon Valley Technology Company
 - Conduct counter-terrorism research and analysis for confidential social media site.
 - Responsible for qualitative coding of online commentary and analysis of extremism trends.
 - Create client facing intelligence brief and nuanced policy recommendations.
 - Actively assist clients improve online community standards and safety in regards to countering violent extremism and preventing the spread of dangerous misinformation.
- iThrive Games Project | Funded by Department of Homeland Security
 - Research throughlines in background, psyche, motives, and online activities of young perpetrators of mass violence, specifically US gun violence.
 - Collaborating with CTEC employees to develop white paper that will inform development of educational games for iThrive Games with the objective of building resilience in youth.
- In-depth research analysis and understanding of incel ideology, accelerationism, school shooter psyches, modern conspiracy theories

Invent2Prevent Competition | Fall 2021 - Spring 2022

Led by the McCain Institute, Invent2Prevent challenges students to develop, over the course of a semester, their own dynamic products, tools, or initiatives to prevent targeted violence and terrorism.

- National winner of fall 2021 competition out of 20 teams.
- Co-led a team of 13 students to produce a unique tool and initiative to address incel ideology and misogynistic extremism on Twitter.
- Continuing to develop the future of the project through www.divertinghate.org.

Atlantic Council 9/12 Cyber Security Challenge | Spring 2021

The Cyber 9/12 Strategy Challenge is an annual cyber policy and strategy competition where students from across the globe compete in developing policy recommendations tackling a fictional cyber catastrophe.

- Awarded Best Teamwork for the Spring 2021 Competition.
- Collaborated with 5 fellow students to create a brief and intel memo in response to two fictional events in a cyber attack against US critical infrastructure.

Valo Ventures | Palo Alto, CA | 2021 - Present

Marketing Strategy Consultant

Valo Ventures is a mission-driven venture capital firm investing for a brighter future. Consult and support channel and communications strategy, content creation, and project management needs.

Credit Karma, Inc. | San Francisco, CA | 2016 – 2020

Creative Strategist

Hand-picked as Credit Karma's first creative strategist to integrate campaigns across all channels, manage creative teams both externally and internally, and partner across the organization to kick off new initiatives.

- **Led Credit Karma's most civilly minded mission - Voter Roadmap.** Rallied a team of volunteers to create a unique path to voter registration inside the Credit Karma app, empowering users to find their voice in the 2020 presidential election.
- **Designed the brand positioning and messaging strategy for Credit Karma Money.** Alongside Director of Brand Strategy, collaborated with the executive committee to land on a brand strategy for company's first ever physical product, a debit card. Briefed creative teams on the naming conventions, brand position, and messaging strategy.
- **Orchestrated launch campaign for Credit Karma's largest product announcement - Savings.** Strategized and guided creative team to deliver marketing assets across all major marketing channels. Scaled and led a creative team of 12 individuals.
- **Drove highly successful social-first integrated campaign for Credit Karma Tax.** Led agency relations across research and creative. Built an internal team of 6 to execute time sensitive work. Successfully drove 35% lift in tax filers year over year.
- **Facilitated the development of the company's brand platform and associated campaign.** Acted as liaison between brand and creative agency. Featured in [Adweek](#).
- **Executed company's first ever partner campaign.** Brought together biz dev, legal, and creative agency to create integrated campaign. Resulting in positive engagement in the 6 target markets.

Social Strategist

Developed many firsts for the company; from testing strategies to influencer marketing to a successful Facebook case study.

- **Successfully drove awareness for Credit Karma Tax through a social-first campaign.** Managed creative agency for first brand-awareness social campaign. Managed \$1.25M budget. Featured in [Facebook Success Stories](#).
- **Instituted "social state of union" to inspire and educate creatives.** Onboarded consulting group to give quarterly deep dives on all social media platforms.

Brand Associate

Brought on to support Director of Brand Strategy to tackle three big initiatives: develop brand platform, build internal brand through defining company values, and educate brand guidelines.

- **Integral in the creation of the company's first ever brand platform, *Get Knowing*.** Owned qualitative research that inspired the brief for creative agency.
- **Spearheaded company's first activation, *Comedy Central's Clusterfest*.** Managed relations across Viacom, Superfly, and creative agency.
- **Envisioned and developed the company's recognition program, *Giving Cred*.** Built out a company wide program to recognize individuals monthly based on value-driven nominations.
- **Assisted and organized in the creation and launch of company wide values.** Structured meetings and developed creative materials for the launch of the company's values

Volunteerism

Youth Mentor with [Project Avary](#)

Project Avary is a Bay Area organization that offers long-term support for children with incarcerated parent

(b)(6)

EDUCATION

Middlebury Institute of International Studies | Monterey, CA

Master of Arts: International Policy and Development; Data Evaluation and Analytics and Counterterrorism Double-Specialization
GPA: 3.93 | Exp. Grad. May 2022

- **Applied Analysis:** As a result of original research, identified key causes of police violence throughout California by analyzing qualitative and quantitative data through R; in addition, determined pertinent policy remedies and carried out a unique mapping project within ArcGIS Pro to communicate geospatial findings and conclusions to relevant stakeholders throughout the community.
- **Projects:** From conception to operational prototyping, co-led a team in the development of *Diverting Hate*, a unique venture aimed at addressing two of the major issues facing extremism today — algorithmic radicalization on social media and the lack of mental health support for men — by countering the dangers of falling into extremist rabbit holes online while utilizing what social media does best: engaging and meeting our audience where they are; took first place in a national competition of 30+ projects that was sponsored and funded by the U.S. Department of Homeland Security and the McCain Institute.
- **Relevant Coursework:** Through small classes, workshops, and hands-on projects engaged in coursework in policy and data analysis, development and global security paradigms, economics, financial crimes, and violent extremism to develop the skills and knowledge to work within all facets of the domestic and international policy process as well as intelligence gathering and analysis.
- **Social Impact:** Selected as a Peace Corps Coverdell Fellow to continue serving under-resourced communities through 200+ hours of volunteering at the Monterey County Rape Crisis Center by providing crisis management, risk assessment, and individualized resource recommendations to survivors from diverse cultural and socio-economic backgrounds.

Middlebury College | Middlebury, VT

Bachelor of Arts: Political Science, Double Minor in Religion and Philosophy | May 2018

- **Innovation:** Spearheaded reorganization efforts for the administrative oversight of 300+ student organizations, which brought increased efficiency and clearer communications channels, resulting in in-house auditing and budget optimization.
- **Relevant Coursework:** Engaged in a breadth of coursework across three disciplines with an emphasis on critical thinking and writing to develop the skills to define, explain, evaluate, and analyze human culture, world history, global politics, and international conflict through the lens of war, revolution, instability, voting, and religion, as well as the complex relationships that exist between them.
- **Research:** Dedicated 450+ hours as a research assistant to generate actionable information for professors specifically related to voting data and political theory; lead researcher on *Defense of the West: NATO, the European Union and the Transatlantic Bargain* by Stan Sloan.

TECHNICAL SKILLS

- Relational Database Formation, Monitoring & Evaluation
- SPSS, R (Commander/Studio), ArcGIS Pro, ArcMap, QGIS
- Summary Statistics, Multiple Regression, Quantitative Data Analysis
- Grant Monitoring using the Federal Register, grants.gov, and sam.gov
- Congressional Appropriations Requests
- Mixed Methods Research and Analysis
- Qualitative Analysis and Risk Assessment
- Policy Briefs and Policy Memo-Writing
- Lexis Nexis, Westlaw, and STATA
- Google Suite, Microsoft Suite, Keynote

EXPERIENCE

Cornerstone Government Affairs | Washington, D.C.

Senior Appropriations and OpsWatch Intern | August 2021 – Present

- **Critical Judgement:** Monitored individualized appropriations criteria & deadlines of 418 Congressional members and submitted programmatic and language-based requests to support a bipartisan appropriations team in framing, positioning, adapting, and meeting diverse client priorities as they navigate the Congressional budget and appropriations cycle.
- **Policy Writing:** Rapidly prepared and produced high-quality, analytical recommendations and decision support for senior colleagues that represented client-coordinated interests using expertise in multi-domain policy and policy processes.
- **Creative Solutions:** In collaboration with a small team, conducted an analysis and assessment of the Bipartisan Infrastructure Law to identify new and revised grant funding mechanisms for clients, thus reimagining the role *OpsWatch* has in meeting client needs.
- **Bipartisanship:** Following positive recognition within *OpsWatch*, given responsibility to independently identify issues and contribute to the advancement of multiple interests — in areas such as foreign and defense policy, telecommunications, infrastructure, semiconductors, intelligence, homeland security, and budget and appropriations — by conceptualizing creative grant strategies through grant monitoring.

Agency for International Development (USAID) — Office of Inspector General | Washington, D.C.

Intern at the Immediate Office (IO) for the Director of Quality Assurance (QA) | April 2021 – August 2021

- **Risk Assessment:** Collaborated with a team of five to overhaul existing practices and successfully develop and launch a congressionally mandated enterprise risk assessment program, resulting in full compliance with federal standards.
- **Qualitative Data Collection:** Improved existing operational frameworks by conducting 35+ detailed interviews which identified and methodically addressed potential factors and events that represented risks to the achievement of strategic, organizational objectives.
- **Project Design:** Conceptualized key aspects for an internal audit of an information technology modernization initiative throughout the Office of Inspector General, which resolved previously existing budget and scheduling issues.

(b)(6)

Peace Corps | Eastern Province, Zambia

Rural Education Development Agent, Peer Support Diversity Network Co-Chair | September 2018 – March 2020

- **Project Management:** Coordinated multiple national HIV stakeholders to test 450+ people for the first time, and spearheaded women’s empowerment through skills-building and domestic abuse education within the local community.
- **Grant Writing:** Collaborated with community members to address critical needs by developing and writing a construction grant worth \$7,500 USD to update the local school, providing increased access to education to over 250 students within one year.
- **Development:** Trained local teachers in the enhancement of lesson plans through material development, classroom management, and gender-equitable practices, resulting in a 65 percent increase in students with qualifying scores for pre-collegiate secondary school.
- **Leadership:** Selected to represent and manage sensitive personnel matters for 300+ Peace Corps volunteers, providing peer support, conflict mediation, and sexual assault/harassment support and training, leading to a decrease in risk to volunteers across Zambia.

Suffolk County District Attorney’s Office | Boston, MA

Intern for the Chief of District Courts and Community Prosecutions | 55 hours/week | May 2017 – August 2017

- **Decision Making:** Updated the Suffolk County District Attorney’s Office 40-page Mental Health Manual to reflect current mandates, laws and case precedent, which was adopted across the office, and is still in use.
- **Cross-Functional Collaboration:** Worked directly on the development of a pilot drug diversion program for youths by compiling data and testimonials from pre-existing programs throughout the country, which led to an increase in community partner buy-in.
- **Initiative:** Developed protocols to efficiently and accurately determine eligible cases for homeless court diversion programs, which cut manpower in half, and increased the number of cases the office could recommend and oversee for the program.

Vermont State Attorney’s Office | Middlebury, VT

Intern for the State Attorney | 15 hours/week | September 2017 – February 2018

- **Responsibility:** Took initiative to seal and expunge backlogged cases from 1995 to 2018 in order to reduce outsourced resources and expenditures by bringing the office up-to-date, thereby reducing costs and increasing workflow efficiency.
- **Client Management:** Communicated with clients in a timely and sensitive manner through weekly arraignments and worked with the State Attorney on the formulation of cases by identifying relevant facts and issues, as well as drafting weekly reports.

Addison County Public Defender’s Office | Middlebury, VT

Intern for the Public Defender | 10 hours/week | May 2015 – December 2016

- **Investigation:** Facilitated criminal cases by independently conducting 3+ witness interviews per week and generating concise, written memoranda of findings and all viable avenues for legal recourse, thus increasing the number of defendants able to be served each week.
- **Negotiation:** Advocated for low-income, under-resourced clients in child custody and domestic violence disputes, and oversaw follow-up support with eviction prevention and utility assistance.

DISTINCTIONS

- **Global Mindset:** Intermediate Chichewa — lived abroad in rural Zambia for 19 months; Novice French; Intermediate Spanish
- **Leadership:** President of Middlebury Rowing Club and varsity team coxswain, amounting to 620 hours per academic year
- **Certifications:** Teaching English as a Foreign Language (TEFL), Certified CA Sexual Assault Counselor

Jason M. Blazakis

(b)(6)

Executive Profile

Dedicated, results-driven national security professional with more than 20 years of experience in counterterrorism, foreign policy, and intelligence.

Experience and Key Accomplishments

Professor of the Practice **July 2018 – Present**
Middlebury Institute of International Studies (MIIS)
Permanent faculty member teaching courses on terrorism, counterterrorism, the radical right, and intelligence.

Director **July 2018 – Present**
Center on Terrorism, Extremism, and Counterterrorism (CTEC)
Directs research and education efforts related to the study of terrorism, extremism, and counterterrorism. Directing extremism-related content project for top Silicon Valley company. Raised over \$3 million in funding since arriving at Middlebury.

President and CEO **July 2018 – Present**
Riptide Threat Mitigation Group (RTMG)
Founder, President, and CEO of a geopolitical risk consultancy group that specializes in identifying and analyzing threat information to protect business interests and minimize reputational risks. Provides specialized training and capacity building services in the area of terrorism finance and sanctions. Clients: United Nations, Talos Energy, EU, and multiple private sector entities.

Senior Advisor
The Soufan Group **November 2019 – Present**
Carries out all source investigations for various private clients regarding threats to business interests. Provides all-source analytical support on hostage/kidnapping cases.

Senior Research Fellow **November 2019 – Present**
The Soufan Center
Writes reports and daily intelligence briefings for the Soufan Center's public facing enterprise. Lead author for the Soufan Center report on the rise of white supremacy.

Editorial Advisory Board
International Journal of Intelligence and Counterintelligence **January 2020 – Present**

Serves as an advisor on the editorial board for an academic journal that publishes peer-reviewed articles on issues within the field of intelligence and counterintelligence.

- Served as the Head of Delegation for the U.S. Government at multilateral counterterrorism meetings. Advocated for United States Government counterterrorism policy positions and views, leading to increased collaboration with foreign governments to enhance worldwide counterterrorism efforts.
- Delivered speeches to audiences as varied as the Vatican, Portugal's national security establishment, and the University of Lisbon on terrorism and terrorism finance. Regularly delivered speeches on sanctions.
- Evaluated all-source intelligence information to detect which threats the Secretary of State should sanction as terrorists. State Department's resident expert on sanctions and terrorism.
- Outstanding staff retention rates a result of fostering a collaborative, objective, and creative office atmosphere, leading to increased productivity.

Intelligence Operations Specialist **July 2005 - June 2008**
Bureau of Intelligence and Research, U.S. Department of State, Washington, DC

- Identified new resources, business practices, and technologies that were used to improve intelligence support to Ambassadors and other senior diplomats.
- Coordinated proposals from National Security Agency with Department offices and lawyers to ensure signals intelligence activities are consistent with foreign policy objectives, a key tenet of Executive Order governing intelligence activities.

Presidential Management Fellow **January 2004 - July 2005**
Bureau of Political Military Affairs, U.S. Department of State, Washington, DC

- Implemented Presidential directive, certifying foreign policy interests are considered before the Defense Department conducts exercises in politically sensitive geographic locations.
- Ensured that U.S. military units complied with Congressionally-mandated human rights restrictions on military assistance and training activities with foreign forces.

Afghanistan Program Officer, Embassy Kabul **April 2004 - October 2004**
U.S. Department of State, Washington, DC

- Frequent and extended travel to Afghanistan provided real-time management of counternarcotics programs. In-country experience increased credibility with senior Afghan and U.S. Government officials.
- Managed multimillion-dollar budget, ensuring funds for projects designed to reduce narcotics production in Afghanistan were efficiently administered.
- Represented bureau at Afghanistan Interagency Operations Group meetings chaired by the National Security Council.

Congressional Research Service **October 2003 - January 2004**
Library of Congress, Washington, DC (Domestic Intelligence Analyst)

- Authored first ever Congressional Research Service report on unmanned vehicles, “Border Security and Unmanned Aerial Vehicles.”

Legislative Assistant **November 1997 - June 2001**
Congressman Jim Saxton (Retired-NJ), Washington, DC

- Advised nine-term Congressman on foreign policy, national security, judiciary, counterterrorism, telecommunications, intelligence, and cyber legislation. Legislation enacted by drafting bills, building bipartisan coalitions, and obtaining co-sponsors.
- Appointed by Chair, House Armed Services Committee Special Oversight Panel on Terrorism to serve as liaison to the Oversight panel.

Academic Experience

Adjunct Lecturer **August 2016 - present**
Johns Hopkins University
 Created and taught course on terrorist finance techniques.

Adjunct Lecturer **January 2012 - present**
University of Maryland
 Developed and taught courses on terrorist finance, the rise of ISIL, and terrorist motivations. Selected by the University to deliver remarks on terrorism and terror finance in a Massive Online Course. Audience of more than 20,000 people represented the University’s highest watched course.

Education

Columbia University, School of International and Public Affairs, New York, NY
 Master of International Affairs, May 2003.

Johns Hopkins University, School of Arts and Sciences, Washington, DC
 Master of Government, May 2001.

University of Mississippi, School of Liberal Arts, Oxford, MS
 Bachelor of Arts, May 1997.

Publications and Media

“Border Security and Unmanned Aerial Vehicles.” Congressional Research Service, 2004.

“Ten Years After the Mumbai Attacks, Where are They Now?” The Hill, November 9, 2018

“American Terrorists: Why Current Laws are Inadequate for Violent Extremists at Home.” Lawfare, December 2, 2018

“Leaving Syria Shrinks U.S. Influence in the Levant.” The Hill, December 3, 2018

“Labeling Venezuela a Terror-Supporting State Doesn’t Fit.” The Hill, December 3, 2018

Lawfare Podcast on Domestic Terrorism with Mary McCord and Ben Wittes – January 2019

“Walls Don’t Work In Isolation; First End the Shutdown.” The Hill, January 9, 2019

“Pakistan’s Proxies.” Lawfare, February 24, 2019

“A Road Map for Congress to Address Domestic Terrorism.” Lawfare, February 27, 2019

Spycast (International Spy Museum’s Podcast) on terrorism finance and domestic terrorism with Vincent Houghton. March 19, 2019

“Why Trump’s Latest Move Against Iran Was Pointless – And Dangerous.” Time Magazine, April 9, 2019

“The Reappearance of Abu Bakr al-Baghdadi,” The Hill, May 2, 2019

“The Muslim Brotherhood is Not a Terrorist Organization,” Foreign Affairs, May 17, 2019

“Sudan at a Crossroads: Rethinking U.S. Policy.” Lawfare, June 9, 2019

“The Logistics of Terror: The Islamic State’s Immigration and Logistics Committee,” The Strategy Bridge, June 18, 2019

“Hamza bin Laden’s Reported Death is not the Death of al-Qaeda,” The Hill, August 2, 2019

“Domestic Terrorism is fueled by paranoid delusions,” Philadelphia Inquirer, August 18, 2019

“What’s the New Terror Financing Executive Order All About,” Just Security, September 17, 2019

“White Supremacy Extremism: The Transnational Rise of the Violent White Supremacist Movement” Soufan Center, September 27, 2019

<https://thesoufancenter.org/research/white-supremacy-extremism-the-transnational-rise-of-the-violent-white-supremacist-movement/>

“How Hate Groups Abuse the Tax Code to Fund Their Activities,” Talking Points Memo, October 15, 2019

“The Industrialization of Terrorist Propaganda: Neural Language Models and the Threat of Fake Content Generation,” Open AI.

https://d4mucfpksywv.cloudfront.net/papers/GPT_2_Report.pdf

<https://www.middlebury.edu/institute/academics/centers-initiatives/>

“Declaring Mexican Drug Cartels ‘Terrorists’ Is a Bad Old Idea,” Defense One, December 1, 2019. <https://www.defenseone.com/ideas/2019/12/declaring-mexican-drug-cartels-terrorists-bad-old-idea/161596/?oref=d-topstory>

“Privacy in the Age of High Technology,” International Journal of Intelligence and Counterintelligence. December 10, 2019.

<https://www.tandfonline.com/eprint/JIYWFEH6W9VSDUGAFY6X/full?target=10.1080/08850607.2019.1668244>

“The US Recently Made a Smart Move Toward Iran. Killing Soleimani Wasn’t It,” Defense One. January 3, 2020

<https://www.defenseone.com/ideas/2020/01/us-recently-made-smart-move-toward-iran-killing-soleimani-wasnt-it/162197/>

“Brexit Could Spark a Return to Violence in Northern Ireland,” Foreign Policy. January 22, 2020

<https://foreignpolicy.com/2020/01/22/northern-ireland-paramilitary-violence-brexit/>

“The Trump-Netanyahu Alliance is Endangering Americans and Israelis,” Foreign Policy. February 3, 2020

<https://foreignpolicy.com/2020/02/03/trump-netanyahu-alliance-peace-plan-dangerous-americans-israelis/>

“Better Intel Could Help the U.S. Designate White Supremacist Groups As Terrorists” The Hill, March 25, 2020

<https://thehill.com/opinion/national-security/488571-better-intel-could-help-the-us-designate-white-supremacist-groups>

“Coronavirus Social Distancing Presents Special Challenges to Spies” The Hill, April 8, 2020

<https://thehill.com/opinion/national-security/491371-coronavirus-social-distancing-presents-special-challenges-to-spies>

“Inside the Russian Imperial Movement: Practical Implications of U.S. Sanctions” The Soufan Center, April 23, 2020

<https://thesoufancenter.org/research/inside-the-russian-imperial-movement-practical-implications-of-u-s-sanctions/>

“Is the Threat from ISIS Really More Significant Because of COVID-19?” The Hill, May 13, 2020

<https://thehill.com/opinion/national-security/497261-is-the-threat-from-isis-really-more-significant-because-of-covid-19>

“Using A Terrorism List to Squeeze Cuba and Venezuela” Lawfare, May 31, 2020

<https://www.lawfareblog.com/using-terrorism-list-squeeze-cuba-and-venezuela>

“Why Trump Can’t Designate Antifa As A Terrorist Organization” Slate, June 1, 2020

<https://slate.com/news-and-politics/2020/06/antifa-terrorist-organization-designation-trump.html>

“The Growing Irrelevance of State’s List of Countries Not Cooperating on Counterterrorism” Just Security, June 4, 2020

<https://www.justsecurity.org/70529/the-growing-irrelevance-of-of-states-list-of-countries-not-cooperating-on-counterterrorism/>

“Deadly Prayers” International Journal of Intelligence and Counterintelligence, June 5, 2020

<https://www.tandfonline.com/doi/full/10.1080/08850607.2020.1759303>

“The U.S. Has Become the World’s Top Exporter of White Extremism” Talking Points Memo, June 17, 2020

<https://talkingpointsmemo.com/caf/the-us-has-become-the-worlds-top-exporter-of-white-extremism>

“How the U.S. Could Respond to Russia’s Support of the Taliban” The Hill, July 1, 2020

<https://thehill.com/opinion/international/505313-how-the-us-could-respond-to-russias-support-of-the-taliban>

“The Atomwaffen Division: The Evolution of the White Supremacy Threat” The Soufan Center, August 12, 2020

<https://thesoufancenter.org/research/the-atomwaffen-division-the-evolution-of-the-white-supremacy-threat/>

[“Trump’s Rhetoric Breeds Radicals Who Think They’ve Been Anointed by POTUS to Fight.” https://talkingpointsmemo.com/caf/trump-rhetoric-breeds-radicals-think-anointed-potus-fight](https://talkingpointsmemo.com/caf/trump-rhetoric-breeds-radicals-think-anointed-potus-fight) September 29, 2020

“The Frighteningly Sophisticated Plot to Kidnap Gretchen Whitmer.”

<https://slate.com/news-and-politics/2020/10/michigan-gretchen-whitmer-militias.html>

October 8, 2020

Podcast on White supremacy extremism with KCBS Radio – the Crisis Next Door with Jason Brooks: <https://omny.fm/shows/the-crisis-next-door/the-rising-threat-of-white-supremacists> - November 1, 2020

“Trump Abused Sanctions and Failed to Get Results. Biden Can Do Better.”

<https://foreignpolicy.com/2020/11/19/trump-abused-u-s-sanctions-and-failed-to-get-results-biden-can-do-better/>

November 19, 2020

“Trump Will Name Houthis a Terrorist Group to Box in Biden on Iran. It will Lead to Death and Diplomacy Demise in Yemen.” <https://talkingpointsmemo.com/cafe/trump-name-houthis-terrorist-group-box-in-biden-iran-lead-death-demise-diplomacy-yemen>
December 1, 2020

“Counterterrorism – at home and abroad – will be renewed under Biden.”

<https://thehill.com/opinion/national-security/529179-counterterrorism-at-home-and-abroad-will-be-renewed-under-biden?amp> - December 9, 2020, The Hill

“Countering QAnon: Understanding the Role of Human Trafficking in the Disinformation-Extremist Nexus.” <https://polarisproject.org/resources/countering-qanon-understanding-the-role-of-human-trafficking-in-the-disinformation-extremist-nexus/>
February 2021, Polaris Project

“Can We Call the Proud Boys Terrorists?” <https://slate.com/news-and-politics/2021/02/proud-boys-terrorists-canada.html> - February 4, 2021, Slate.

“A Way Forward with Iran? Options for Crafting a U.S. Strategy.”

<https://thesoufancenter.org/research/a-way-forward-with-iran-options-for-crafting-a-u-s-strategy/> February 18, 2021, Soufan Center

“Why QAnon’s Similarity to Other Cults Makes it a Significant National Security

Threat.” <https://www.latimes.com/opinion/story/2021-02-21/qanon-cults-capitol-attack-trump-threat> February 21, 2021, Los Angeles Times

“Lack of Domestic Terrorism Law Creates an Imbalance.”

<https://www.usatoday.com/story/opinion/todaysdebate/2021/02/22/lack-federal-domestic-terrorism-law-creates-imbalance-editorials-debates/4536196001/> February 22, 2021, USA TODAY

“How New is the New Extremist Threat? Preliminary Conclusions from the U.S. Capitol Arrests Data.” <https://warontherocks.com/2021/03/how-new-is-the-new-extremist-threat->

preliminary-conclusions-from-the-u-s-capitol-arrests-data/ March 16, 2021, War on the Rocks

“The International Far-Right Terrorist Threat Requires a Multilateral Response.” <https://www.lawfareblog.com/international-far-right-terrorist-threat-requires-multilateral-response> April 4, 2021, Lawfare

“Reexamining Counterterrorism Approaches.” <https://www.tandfonline.com/doi/full/10.1080/08850607.2020.1870343> April 6, 2021, International Journal of Intelligence and Counterintelligence

“Quantifying the Q Conspiracy” A Data Driven Approach to Understanding the Threat Posed by QAnon.” <https://thesoufancenter.org/research/quantifying-the-q-conspiracy-a-data-driven-approach-to-understanding-the-threat-posed-by-qanon/> April 19, 2021, Soufan Center

“The Intangible Benefits of a Domestic Terrorism Statute.” <https://thesoufancenter.org/research/quantifying-the-q-conspiracy-a-data-driven-approach-to-understanding-the-threat-posed-by-qanon/> June 24, 2021, Georgetown Journal of International Affairs

Astrid E. Askenberger

(b)(6)

Graduate student in Nonproliferation and Terrorism Studies with four years of leadership development experience whose goal is to create a safer world.

KEY SKILLS

- Creative and innovative
- Strategic and analytic
- Assertive with good listening skills
- Photoshop, Indesign, and MS Office package

EDUCATION

Middlebury Institute of International Studies

May 2023 (expected)

Master of Arts, Nonproliferation and Terrorism Studies

Monterey, CA

Relevant Coursework: Seminar in Radical Right; Science and Technology; Security Research and Analysis

Relevant Project: Part of the winning team in *Invent2Prevent* 2021 with our project *Diverting Hate*

Lund University

June 2021

Bachelor of Arts, Human Rights

Lund, Sweden

Relevant Project: 2019 thesis - *The Invisible Perpetrators: An examination of the UN guidelines for how they correspond to sexual abuse and sexual perpetrators in peacekeeping missions*; 2021 thesis - *The Incel Revolution: An analysis of misogyny and the lack of definitions of crimes that should be categorized as incel terrorism.*

University of California, Santa Barbara

September 2019- April 2020

Exchange studies

Santa Barbara, CA

Relevant Coursework: Feminist analysis; Construct Sexuality; Gender and Sexuality in Black Studies; Women of Color Resisting Violence; Chicana Feminism; Foundations Leadership I & II and Intro to Leadership I (Part of ROTC)

EXPERIENCE

Center on Terrorism, Extremism, and Counterterrorism

January 2022 – Ongoing

The Michael Donnelly CTEC Research Fellowship

Monterey, US

- Independent research on Incels' in Scandinavia

AnnLeda AB

January 2018 – Ongoing

Assistant to CEO, Researcher, Training Material Developer

Skanör, Sweden

- Developed training materials for approximately 50 workshops in leadership training for management teams and executives. Including workshops in feedback, coaching, self-leadership, and team development
- Quickly migrated 5 in-real-life workshops to remote during the pandemic
- Proactively served CEO with research, ideas, coordination, and proof reading

Lund University

January 2019 – June 2019

Supplemental Instruction (SI) Leader

Lund, Sweden

- Organized study group sessions and activities for first semester students
- Prepared creative games and tools for student in order to study more effectively.
- Increased education success rate as a SI leader, people with high presence at the meetings had a 86 % success rate in classes, compared to those who did not attend SI classes who had a 43% success rate.

Mölndal city

August 2015 – December 2017

Home care provider for sick and elderly people

Mölndal, Sweden

- Cared for people in their homes, including helping them with food, toilet visits, bedtime, exercise, medicine, and being someone they could talk to.

FranklinCovey Sweden

2011 – 2012

Translator and Assistant

Stockholm, Sweden

- Translated and assimilated the popular program LeaderInMe to fit Swedish culture. The program is integrated in thousands of schools in 8 countries.
- Read over 150 Swedish books for children and youths to find connections with The 7 Habits and provide recommendations for readings.

Profile

Public service minded professional with over six years of experience abroad, capacity in five languages, and extensive experience in team building and working in limited resource and high stress environments.

Experience

INTERNATIONAL RESCUE COMMITTEE

New Mexico, USA

SIV Cohort Assistant

September 2021 - Present

- Perform quality assurance review of data to ensure accuracy and cross-agency compliance
- Routinely engage partners (USDOD, DOS, USCIS, etc) to solve administrative problems
- Supervise data assurance team and train new hires as needed

CITY OF LAGUNA BEACH

California, USA

Community Organizer

January - July 2021

- Conduct and present research on impacts of Community Choice Energy (CCE) to working group
- Engage various stakeholders to understand desires, hesitations, and questions

MONTEREY LIVING WAGE COALITION

California, USA

Founder/ Community Organizer

January - May 2021

- Organize community events to educate public on the impacts of establishing a living wage
- Conduct stakeholder engagement to assess the current political climate vis-a-vis a living wage

HYOSUNG CORPORATION

California, USA

Field Service Engineer

January 2021 - July 2021

- Diagnose and resolve hardware and software faults on banking machines
- Maintain extensive database tracking parts location and usage across region

PEACE CORPS

Guinea, West Africa

Public Health / Agroforestry Volunteer

December 2017 - February 2020

- Design and implement a grant funded training for Imams on gender empowerment
- Coordinate & reestablish a defunct groupement for women's empowerment
- Complete extensive documentation of work completed once per quarter
- Train 40+ new volunteers on topics of culture and agroforestry technical skills

STARBOARD MEDICAL

California, USA

Consultant

April - June 2017

- Design and implement customer outreach tracking system to maximize sales
- Draft contract with video production agency to produce product content and supervise production

NATIONAL GEOGRAPHIC & LINDBLAD EXPEDITIONS

La Paz, Mexico

Deckhand / Naturalist

September 2016 - April 2017

- Document extensive shipboard service requirements to ensure USCG regulation compliance
- Deliver lectures on topics of environmental sustainability and history

LIFELINE AMBULANCE

Arizona, USA

Emergency Medical Technician

February - August 2015

- First line 911 responder to all types of emergencies in Prescott, Flagstaff, and Phoenix
- Provide emergency health interventions and thoroughly document all patient contact

OUTWARD BOUND*Logistics Manager**California, USA*
May - September 2014

- Maintain, track, and update inventories of thousands of items
- Manage field visits including: gear issue/deissue, meals, and transportation of staff & clients

AMERICORPS NCCC*National Service Volunteer**Colorado, USA*
October 2011 - July 2012

- Serve in Colorado, Missouri, and Arkansas on environmental and community building projects
- Certified as Type II Wildland Firefighter with Missouri State Department of Conservation

Education**Middlebury Institute for International Studies**

MA in International Policy, 3.91 GPA

Monterey, California
Graduation May 2022

Activities:

- *Outreach Coordinator*, Migrants Rights Club
- *President*, Language Club
- *Translator*, Immigration Justice Project

January - May 2021
September - December 2020
September 2020 - Present**Cornell University**

Financial Management Certificate

Ithaca, New York
October 2017**Prescott College**

BA in Environmental Studies: Community Health, 3.87 GPA

Prescott, Arizona
August 2016

International Coursework:

- SIT, Transnationalism and Comparative Development in S. America
- AMOS Health and Hope, Global Health Practicum
- Kino Bay Marine Research Station, Marine Conservation
- NOLS Year of Conservation Topics in Patagonia

Argentina 2016
Nicaragua 2015
Mexico 2013
Chile 2012**Skills:**

- Interpersonal communication
- Program design and implementation
- Political analysis and strategic planning
- Logistics management
- Languages (Fluent Spanish, Advanced Pular, Intermediate French, Basic Arabic)
- Photography, filming, and video editing
- R statistical analysis

Awards**Invent 2 Prevent 1st Place Winner**, Department of Homeland Security

December 2021

Congressional Service Award Gold Medal, United States Congress

June 2017

Presidential Service Award, AmeriCorps NCCC

July 2012

USATF Cross Country, Junior Olympics Competitor

December 2009; 2010; 2011

References available upon request

MYLES FLORES

CONTACT

(b)(6)

SKILLS

- Trust and Safety Experience
- OSINT Research
- Threat Analysis
- Social Media Monitoring and Dark Web Analysis
- Policy Analysis
- Counter-Terrorism Research, Far-Right Subject Matter Expertise
- Qualitative Research Analysis
- Project Planning and Development
- Planning, Coordination and Workflow Configuration

EDUCATION

Master of Arts : Non-Proliferation And Terrorism Studies (NPTS),
Expected in 05/2022

Middlebury Institute of International Studies - Monterey, CA

Bachelor of Arts : Global Studies
California State University at Monterey Bay - Seaside, CA

LANGUAGES

Spanish

Full Professional

PROFESSIONAL SUMMARY

Results-oriented counter-extremism threat analyst with specialized focus working with social media Trust and Safety teams to analyze risks and collaborate with teams to mitigate threats through policy enforcement improvements.

WORK HISTORY

Graduate Research Assistant, 01/2021 to Current
Center on Terrorism, Extremism, Counterterrorism - Monterey, CA

- Assisted with planning and conducting extremist content monitoring initiative for confidential Trust and Safety (T&S) clients.
- Produced confidential monthly reports to social media Hate Speech, Harassment, and Violent Extremism/Intel Teams.
- Utilized OSINT research, dark web monitoring, and on-platform social media monitoring for extremism research.
- Analyzed emerging threats on social media platforms, conducted threat analyses for clients, and collaborated with T&S teams to assist with closing policy enforcement gaps.

Research Fellow, 08/2021 to 12/2021
Michael Donnelly Fellowship

- Conducted research for major publication on the intersection between violent extremism (VE) and conspiratorial misinformation.
- Drafted innovative policy enforcement tactics for social media companies to mitigate the proliferation of on-platform VE conspiracies.

President, 02/2022 to Current
Terrorism Studies Club - Monterey, CA

- Helped to teach students the historical background of violent extremist movements, and modern day threat of various US-based far-right VE groups.
- Organized various events to engage more students in learning about violent extremism and counterterrorism studies.

PUBLICATIONS

- A Brief History of America's White Supremacy: Where It Started and Where We Are Today
- Critical Race Theory: How a Movement on Racial Justice Became a Target of Right-Wing Conspiracy Theorists
- NorCal ACAMS Learning Event - Year End MIIS Case Studies



GIFCT

Global Internet Forum
to Counter Terrorism

May 16, 2022

TO:

Review and Selection Personnel
Grant # DHS-22-TTP-132-00-01

FROM:

Dr Erin Saltman
Director of Programming
Global Internet Forum to Counter Terrorism (GIFCT)

RE: Letter of Support for “Diverting Hate”

I write in strong support of the proposed project on targeting violence and terrorism prevention project, “Diverting Hate” for the FY2022 Targeted Violence and Terrorism Prevention (TVTP) Grant Program. The proposed project builds on an initiative developed in the Invent2Prevent university competition, which is sponsored by the U.S. Department of Homeland Security’s Center for Prevention Programs and Partnerships. I was a judge for Invent2Prevent, assessing the top three projects where “Diverting Hate” was presented.

Diverting Hate seeks to develop and contribute to the theoretical understanding of misogyny-based violent extremism, sometimes referred to as “Incel” ideologies, by conducting and sharing the results of in-depth research, practical analyses, and results from their marketing tests to share with practitioners, researchers, and the broader countering violent extremism (CVE) community. This project also looks to proactively disrupt Incel radicalization online through on-ramps within Twitter by surfacing alternative pathways to community group partners using targeted ads via user behaviour, key terms, and network analysis. This is an innovative approach that is being tested by larger tech companies with partnerships, but is currently lacking around the potential Incel threat which has been increasing in recent years.

Working at GIFCT across 18 tech companies - and as Facebook’s former Head of Counterterrorism and Dangerous Organizations Policy for Europe, the Middle East and Africa - I have worked with multi-sector stakeholders and built out CVE programs in partnership with NGOs globally.

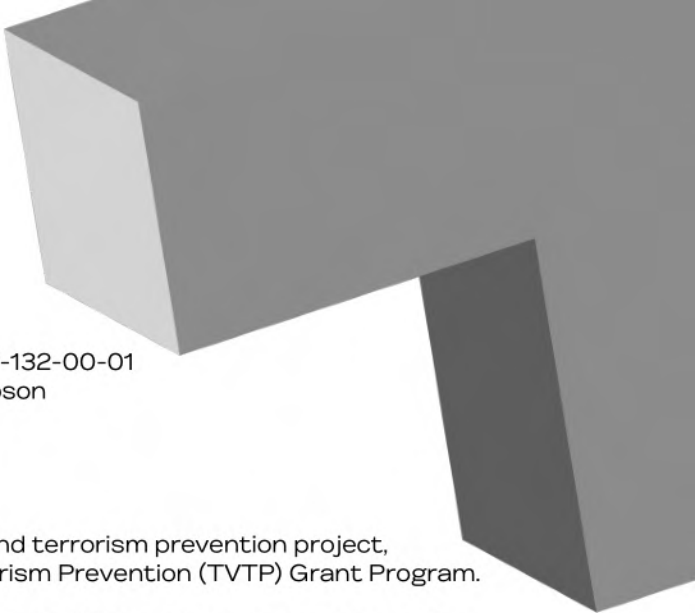
As multilingual researchers, future policymakers, and humanitarians at the Middlebury Institute of International Studies, this program on Diverting Hate aims to prevent an uncommitted population of at-risk audiences from falling down violent misogynistic rabbit holes online. Current counter-radicalization efforts from social media companies have often been limited to reactive strategies. Diverting Hate responds directly to this identified inadequacy, by focusing on preventative strategies — specifically, on building protective factors in populations who are vulnerable to Incel ideology.

I commit to supporting the project and will assist Diverting Hate in providing subject matter expertise and facilitating connections amongst the violence prevention community. I strongly support Diverting Hate’s efforts as they work to address online aspects of terrorism and targeted violence with the aim of preventing domestic violent extremism. Thank you for your consideration of this important proposal.

Sincerely,
Dr Erin Saltman

(b)(6)

(b)(6)



TO: Review and Selection Personnel for Grant # DHS-22-TTP-132-00-01
FROM: Shawn Herron, Creative Director / Wunderman Thompson
DATE: May 16, 2022
RE: Letter of Support for “Diverting Hate”

I write in strong support of the proposed targeted violence and terrorism prevention project, “Diverting Hate” for the FY2022 Targeted Violence and Terrorism Prevention (TVTP) Grant Program.

The proposed project builds on an initiative developed in the Invent2Prevent university competition, which is sponsored by the U.S. Department of Homeland Security’s Center for Prevention Programs and Partnerships. Diverting Hate seeks to 1) develop and contribute to the theoretical understanding of Incel ideology by conducting and sharing the results of in-depth research, practical analyses, and marketing tests to practitioners, researchers, academics, and the broader countering violent extremism (CVE) community, and 2) disrupt Incel radicalization on-ramps within Twitter by surfacing alternative pathways to community group partners using targeted ads via user behavior, key terms, and network analysis.

I served as Creative Director of award-winning #WeCounterHate, a people-powered, machine-learning platform created to stop the spread of hate speech on Twitter, one retweet at a time. Through this initiative, AI helped to first identify tweets containing hate speech. Once identified, they were tagged with a reply. This permanent marker let those looking to spread hate know that retweeting would commit a donation to a nonprofit that fights for inclusion, diversity, and equality. Potential retweeters were presented with a decision: don’t retweet the hateful ideology (thus stopping its spread), or retweet it and financially benefit a nonprofit organization they’re opposed to (Life After Hate). In this capacity, I developed strong relationships with prevention and intervention practitioners around the country.

As multilingual researchers, future policy-makers, and humanitarians at the Middlebury Institute of International Studies, Diverting Hate aims to prevent an uncommitted population of young men from falling down misogynistic rabbit holes. Current counter-radicalization efforts from social media companies are limited to reactive strategies – the result of which is a failure to stifle the burgeoning of radicalizing content across social media sites. Diverting Hate responds directly to this identified inadequacy, by focusing on preventative strategies – specifically, on building protective factors in populations who are vulnerable to Incel ideology.

I commit to supporting the project and will assist Diverting Hate in raising awareness, providing subject matter expertise, and facilitating connections amongst the violence prevention community. After their success in the Invent2Prevent Competition I am confident the project will be able to achieve their goals.

In sum, I strongly support Diverting Hate’s efforts as they work to 1) address online aspects of terrorism and targeted violence and 2) prevent domestic violent extremism. I highly recommend that the Department of Homeland Security fund this important project.

Thank you for your consideration of this important proposal.

Sincerely,

Shawn Herron
Creative Director / Global Creative Data Group
Wunderman Thompson



TO: Review and Selection Personnel for Grant # DHS-22-TTP-132-00-01

FROM: Jessica Stern, Research Professor, Boston University

DATE: May 16, 2022

RE: Letter of Support for "Diverting Hate"

I write in strong support of the proposed targeted violence and terrorism prevention project, "Diverting Hate" for the FY2022 Targeted Violence and Terrorism Prevention (TVTP) Grant Program.

The proposed project builds on an initiative developed in the Invent2Prevent university competition, which is sponsored by the U.S. Department of Homeland Security's Center for Prevention Programs and Partnerships. Diverting Hate seeks to 1) develop and contribute to the theoretical understanding of Incel ideology by conducting and sharing the results of in-depth research, practical analyses, and marketing tests to practitioners, researchers, academics, and the broader countering violent extremism (CVE) community, and 2) disrupt Incel radicalization on-ramps within Twitter by surfacing alternative pathways to community group partners using targeted ads via user behavior, key terms, and network analysis.

I am a Research Professor at Boston University's Pardee School of Global Studies. I have taught courses on counter-terrorism for 20 years – at Boston University, Harvard, and CIA University. I am a Member of the Homeland Security Experts Group and a Senior Fellow at both Harvard School of Public Health and at the Center for Naval Analysis. I have participated in several DHS, NATO, and DOD-funded countering-violent extremism projects at Children's Hospital and the Chan School of Public Health at Harvard. I am the coauthor with J.M. Berger of *ISIS: The State of Terror*, and the author of *My War Criminal: Personal Encounters with an Architect of Genocide* (forthcoming January 2020), *DENIAL: A Memoir of Terror*, *TERROR IN THE NAME OF GOD: Why Religious Militants Kill*. I also served on President Clinton's National Security Council Staff in 1994-95, and worked as a post-doctoral fellow/analyst at Lawrence Livermore National Laboratory.

As multilingual researchers, future policy-makers, and humanitarians at the Middlebury Institute of International Studies, Diverting Hate aims to prevent an uncommitted population of young men from falling down misogynistic rabbit holes. Current counter-radicalization efforts from social media companies are limited to reactive strategies — the result of which is a failure to stifle the burgeoning of radicalizing content across social media sites. Diverting Hate responds directly to this identified inadequacy, by focusing on preventative strategies — specifically, on building protective factors in populations who are vulnerable to Incel ideology.

I commit to supporting the project and will assist Diverting Hate in providing subject matter expertise and facilitating connections amongst the violence prevention community. After their success in the Invent2Prevent Competition I am confident the project will be able to achieve their goals.

In sum, I strongly support Diverting Hate's efforts as they work to 1) address online aspects of terrorism and targeted violence and 2) prevent domestic violent extremism. I highly recommend that the Department of Homeland Security fund this important project.

Thank you for your consideration of this important proposal.

Sincerely,
Jessica Stern

COLLEGES AND UNIVERSITIES RATE AGREEMENT

EIN:	DATE:04/20/2021
ORGANIZATION:	FILING REF.: The preceding
Arizona State University	agreement was dated
Fulton Center 410, Rm. 4478	06/15/2020
P.O. Box 87705	
Tempe, AZ 85287-7605	

The rates approved in this agreement are for use on grants, contracts and other agreements with the Federal Government, subject to the conditions in Section III.

SECTION I: INDIRECT COST RATES

RATE TYPES: FIXED FINAL PROV. (PROVISIONAL) PRED. (PREDETERMINED)

EFFECTIVE PERIOD

<u>TYPE</u>	<u>FROM</u>	<u>TO</u>	<u>RATE (%)</u>	<u>LOCATION</u>	<u>APPLICABLE TO</u>
PRED.	07/01/2020	06/30/2023	57.00	On-Campus	Organized Research
PRED.	07/01/2020	06/30/2023	26.00	Off-Campus	Organized Research
PRED.	07/01/2020	06/30/2023	48.00	On-Campus	Instruction
PRED.	07/01/2020	06/30/2023	26.00	Off-Campus	Instruction
PRED.	07/01/2020	06/30/2023	44.40	On-Campus	Other Sponsored Activities
PRED.	07/01/2020	06/30/2023	26.00	Off-Campus	Other Sponsored Activities
PROV.	07/01/2023	Until Amended		(1)	

*BASE

ORGANIZATION: Arizona State University

AGREEMENT DATE: 4/20/2021

Modified total direct costs, consisting of all salaries and wages, fringe benefits, materials, supplies, services, travel and subgrants and subcontracts up to the first \$25,000 of each subgrant or subcontract (regardless of the period covered by the subgrant or subcontract). Modified total direct costs shall exclude equipment, capital expenditures, charges for patient care, participant support costs, student tuition remission, rental costs of off-site facilities, scholarships, and fellowships as well as the portion of each subgrant and subcontract in excess of \$25,000.

(1) Use same rates and conditions as those cited for fiscal year ending June 30, 2023.

ORGANIZATION: Arizona State University

AGREEMENT DATE: 4/20/2021

SECTION I: FRINGE BENEFIT RATES**

<u>TYPE</u>	<u>FROM</u>	<u>TO</u>	<u>RATE (%)</u>	<u>LOCATION</u>	<u>APPLICABLE TO</u>
FIXED	7/1/2021	6/30/2022	26.50	All (A)	Faculty
FIXED	7/1/2021	6/30/2022	32.60	All (A)	Staff
FIXED	7/1/2021	6/30/2022	10.10	All (A)	Part Time
FIXED	7/1/2021	6/30/2022	1.70	All (A)	Students
FIXED	7/1/2021	6/30/2022	10.20	All (A)	RA/TA
FIXED	7/1/2021	6/30/2022	22.10	All (A)	Post Doc
PROV.	7/1/2022	Until amended		(B)	

**** DESCRIPTION OF FRINGE BENEFITS RATE BASE:**

(A) Salaries and wages including vacation, holiday, sick leave pay and other paid absences.

(B) Use same rates and conditions as those cited for fiscal year ending June 30, 2022.

ORGANIZATION: Arizona State University

AGREEMENT DATE: 4/20/2021

SECTION II: SPECIAL REMARKS

TREATMENT OF FRINGE BENEFITS:

The fringe benefits are charged using the rate(s) listed in the Fringe Benefits Section of this Agreement. The fringe benefits included in the rate(s) are listed below.

TREATMENT OF PAID ABSENCES

Vacation, holiday, sick leave pay and other paid absences are included in salaries and wages and are claimed on grants, contracts and other agreements as part of the normal costs for salaries and wages. Separate claims for the costs of these paid absences are not made except for paid absences that have been earned but not taken when an individual separates from the university prior to the completion of the grant, contract or other agreement.

OFF-CAMPUS DEFINITION

An off-campus rate is applicable to those projects conducted in facilities not owned or operated by the University, which include charges for facility rental as a direct expenditure, and for which more than 50% of the project salaries and wages are for effort conducted in the rental facility.

DEFINITION OF EQUIPMENT

Equipment means tangible personal property (including information technology systems) having a useful life of more than one year and a per-unit acquisition cost which equals or exceeds \$5,000.

The following fringe benefits are included in the fringe benefit rate(s): FICA, WORKERS COMPENSATION, HEALTH/DENTAL/LIFE INSURANCE, UNEMPLOYMENT INSURANCE, DISABILITY INSURANCE, ACCIDENTAL DEATH, RETIREMENT PLANS (STATE RETIREMENT PROGRAMS AND TIAA/CREF), FLEXIBLE SPENDING PLAN, RETIREE ACCUMULATIVE SICK LEAVE, AND EMPLOYEE TUITION REMISSION, EMPLOYEE WELLNESS, SABBATICAL PAYMENTS, EMPLOYEE ASSISTANCE, AND TERMINAL LEAVE.

The three year extension of the indirect cost rate was granted in accordance with 2 CFR 200.414(g).

NEXT PROPOSAL DUE DATE

Your next indirect cost proposal based on actual costs for FYE 06/30/22 is due by 12/31/22, and the next fringe benefits proposal based on FYE 06/30/21 is due by 12/31/21.

SECTION III: GENERAL

A. LIMITATIONS:

The rates in this Agreement are subject to any statutory or administrative limitations and apply to a given grant, contract or other agreement only to the extent that funds are available. Acceptance of the rates is subject to the following conditions: (1) Only costs incurred by the organization were included in its facilities and administrative cost pools as finally accepted; such costs are legal obligations of the organization and are allowable under the governing cost principles; (2) The same costs that have been treated as facilities and administrative costs are not claimed as direct costs; (3) Similar types of costs have been accorded consistent accounting treatment; and (4) The information provided by the organization which was used to establish the rates is not later found to be materially incomplete or inaccurate by the Federal Government. In such situations the rate(s) would be subject to renegotiation at the discretion of the Federal Government.

B. ACCOUNTING CHANGES:

This Agreement is based on the accounting system purported by the organization to be in effect during the Agreement period. Changes to the method of accounting for costs which affect the amount of reimbursement resulting from the use of this Agreement require prior approval of the authorized representative of the cognizant agency. Such changes include, but are not limited to, changes in the charging of a particular type of cost from facilities and administrative to direct. Failure to obtain approval may result in cost disallowances.

C. FIXED RATES:

If a fixed rate is in this Agreement, it is based on an estimate of the costs for the period covered by the rate. When the actual costs for this period are determined, an adjustment will be made to a rate of a future year(s) to compensate for the difference between the costs used to establish the fixed rate and actual costs.

D. USE BY OTHER FEDERAL AGENCIES:

The rates in this Agreement were approved in accordance with the authority in Title 2 of the Code of Federal Regulations, Part 200 (2 CFR 200), and should be applied to grants, contracts and other agreements covered by 2 CFR 200, subject to any limitations in A above. The organization may provide copies of the Agreement to other Federal Agencies to give them early notification of the Agreement.

E. OTHER:

If any Federal contract, grant or other agreement is reimbursing facilities and administrative costs by a means other than the approved rate(s) in this Agreement, the organization should (1) credit such costs to the affected programs, and (2) apply the approved rate(s) to the appropriate base to identify the proper amount of facilities and administrative costs allocable to these programs.

BY THE INSTITUTION:

Arizona State University

(b)(6)

(SIGNATURE)

Heather Clark

(NAME)

Executive Director, Research Operations

(TITLE)

4/30/2021

(DATE)

ON BEHALF OF THE FEDERAL GOVERNMENT:

DEPARTMENT OF HEALTH AND HUMAN SERVICES

(b)(6)

(SIGNATURE)

Arif Karim

(NAME)

Director, Cost Allocation Services

(TITLE)

4/20/2021

(DATE) 1353

HHS REPRESENTATIVE: Jeanette Lu

Telephone:

(b)(6)

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**

AZ Board of Regents on behalf of Arizona State University

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

Prefix: Ms. * First Name: Amber Middle Name:

* Last Name: Martin Suffix:

* Title: Grant & Contract Officer

*** SIGNATURE:** Amber.Martin

*** DATE:** 05/13/2022