

# Homeland Security Academic Advisory Council

## Member Briefing Materials

March 20, 2012



Homeland  
Security

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

Tuesday, March 20, 2012

Ronald Reagan Building, Room B 1.5-10 (Floor B1)

1300 Pennsylvania Avenue, NW

10:00 a.m.	Call to Order
10:10 a.m.	Overview of the Day
11:00 a.m.	Break
11:10 a.m.	DHS 101
11:30 a.m.	FACA 101
12:00 p.m.	Lunch and Ethics Briefing
1:00 p.m.	Campus Resilience Discussion
2:15 p.m.	Break
2:30 p.m.	International Students Panel and Discussion
3:40 p.m.	Public Comment Period
4:00 p.m.	Adjourn

## Homeland Security Academic Advisory Council (HSAAC) Membership List

### Dr. Wallace D. Loh, Chairman

- Dr. Wallace D. Loh, President of the University of Maryland
- Dr. Joseph E. Aoun, President of Northeastern University
- Dr. Lezli Baskerville, President and CEO of the National Association for Equal Opportunity in Higher Education
- Ms. Carrie L. Billy, President of the American Indian Higher Education Consortium
- Dr. Walter G. Bumphus, President and CEO of the American Association of Community Colleges
- Dr. David M. Dooley, President of the University of Rhode Island
- Dr. Royce C. Engstrom, President of the University of Montana
- Dr. Antonio R. Flores, President and CEO of the Hispanic Association of Colleges and Universities
- Dr. Rufus Glasper, Chancellor of the Maricopa Community Colleges
- Dr. Jay Gogue, President of Auburn University
- Ms. Marlene M. Johnson, Executive Director and CEO of the Association of International Educators (NAFSA)
- Dr. Eric W. Kaler, President of the University of Minnesota
- Dr. R. Bowen Loftin, President of Texas A&M University
- Dr. Gail O. Mellow, President of LaGuardia Community College
- Hon. Ruby G. Moy, President and CEO of the Asian Pacific Islander American Association of Colleges and Universities
- Dr. Hunter R. Rawlings, III, President of the Association of American Universities
- Dr. John Sexton, President of New York University
- Rear Admiral Sandra Stosz, Superintendent of the U.S. Coast Guard Academy
- Dr. Dianne Boardley Suber, President of Saint Augustine's College
- Dr. Holden Thorp, Chancellor of the University of North Carolina at Chapel Hill

**United States Department of Homeland Security**

**Homeland Security Academic Advisory Council**

**1. Official Designation:**

Homeland Security Academic Advisory Council (HSAAC).

**2. Authority:**

Under the Secretary's authority in Title 6, United States Code, section 451, this charter establishes the Homeland Security Academic Advisory Council as a discretionary committee. This committee is established in accordance with and operates under the provisions of the *Federal Advisory Committee Act* (FACA) (Title 5, United States Code, Appendix).

**3. Objectives and Scope of Activities:**

The HSAAC will provide advice and recommendations to the Secretary and senior leadership on matters relating to student and recent graduate recruitment; international students; academic research; campus and community resiliency, security and preparedness; and faculty exchanges.

**4. Description of Duties:**

The duties of the HSAAC are solely advisory in nature.

**5. Officials to Whom the Committee Reports:**

The HSAAC reports to the Secretary of Homeland Security.

**6. Agency Responsible for Providing Necessary Support:**

The Department of Homeland Security (DHS) is responsible for providing financial and administrative support to the HSAAC. Within DHS, the Office of Academic Engagement will provide this support.

**7. Estimated Annual Operating Costs and Staff Years:**

The estimated annual operating cost of the HSAAC is \$360,000, which includes 1.4 staff years of support.



**8. Designated Federal Officer:**

A full-time or permanent part-time employee of the Department of Homeland Security shall be appointed by the Secretary as the HSAAC Designated Federal Officer (DFO). The DFO or the Alternate DFO shall approve or call HSAAC meetings, approve meeting agendas, attend all committee and subcommittee meetings, adjourn any meeting when the DFO determines adjournment to be in the public interest, and chair meetings in the absence of the Chair or Vice Chair as directed by the Secretary.

**9. Estimated Number and Frequency of Meetings:**

The HSAAC is expected to meet four times each year. Additional meetings may be held with the approval of the DFO. Members may be reimbursed for travel and per diem, and all travel for HSAAC business must be approved in advance by the DFO. Council meetings are open to the public, unless a determination is made by the appropriate DHS official in accordance with DHS policy and directives, that the meeting should be closed in accordance with Title 5, United States Code, subsection (c) of section 552b.

**10. Duration:**

Continuing.

**11. Termination:**

This charter is in effect for two years from the date it is filed with Congress unless terminated sooner. The charter may be renewed at the end of this two-year period in accordance with section 14 of FACA.

**12. Member Composition:**

HSAAC is composed of up to 22 members who are appointed by and serve at the pleasure of the Secretary of Homeland Security. To ensure a diverse, balanced membership on the Council, the members shall represent institutions of higher education, community colleges, school systems and/or partnership groups as follows:

- a. Up to 13 members representing the following academic institutions or organizations: state colleges and universities, community colleges, government universities, international education, Historically Black Colleges and Universities, Tribal Colleges and Universities, Hispanic Serving Institutions, Minority Serving Institutions, or the DHS Centers of Excellence.

These members are appointed to represent the viewpoint of their respective academic institution or organization and are not Special Government Employees as defined in Title

18, United States Code, section 202(a). To the extent possible, each of the interests listed shall be represented on the committee.

- b. Other such individuals as the Secretary determines to be appropriate. The appropriate membership designation for each member in this category will be determined at the time of appointment by Department ethics officials.
- c. For the initial appointments to the HSAAC, approximately one-third of the members shall serve 2-year terms of office, one third shall serve 3-year terms of office, and one-third shall serve 4-year terms of office. Thereafter, members shall serve terms of office as provided in d. below.
- d. Members serve terms of office of up to three years, with approximately one-third of members' terms of office expiring each year. A member appointed to fill an unexpired term serves the remainder of that term. In the event the HSAAC terminates, all appointments to the Council terminate.

### **13. Officers:**

The Secretary of Homeland Security appoints one of the members of HSAAC as the Chair and one of the members as the Vice Chair. The Vice Chair will act as Chair in the absence or incapacity of the Chair or in the event of a vacancy in the office of the Chair. The term of office of the Chair and Vice Chair will be one year, and members may serve more than one term.

### **14. Subcommittees:**

The DFO may approve the establishment of subcommittees for any purpose consistent with this charter. Such subcommittees may not work independently of the chartered committee and must present their work to the HSAAC for full deliberation and discussion. Subcommittees have no authority to make decisions on behalf of the HSAAC and may not report directly to the Federal Government or any other entity.

### **15. Recordkeeping:**

The records of the HSAAC, formally and informally established subcommittees, or other subgroups of the Council shall be handled in accordance with General Records Schedule 26, Item 2 or other approved agency records disposition schedule. These records shall be available for public inspection and copying, in accordance with the *Freedom of Information Act* (Title 5, United States Code, section 552).

**16. Filing Date:**

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Department Approval Date

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CMS Consultation Date

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Date Filed with Congress





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## **Campus Resilience**

Federal doctrine on preparedness and emergency management, such as *Presidential Policy Directive 8 (PPD-8): National Preparedness*, the *Quadrennial Homeland Security Review (QHSR)* and the *Education Facilities Sector-Specific Plan*, a part of the *National Infrastructure Protection Plan (NIPP)* developed in conjunction with the Department of Education, frames the concept of resilience in concrete terms and helps form the foundation for a comprehensive approach to homeland security. Additionally, the Federal Emergency Management Agency's (FEMA) *Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action* presents a foundation for residents, emergency management practitioners, organizational and community leaders, and government officials to collectively understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests.<sup>1</sup> Achieving resilience "will require a significant change in U.S. emergency management from a primary focus on response and recovery to one that takes a wider view, balancing response and recovery with mitigation and preparedness."<sup>2</sup>

The Department of Homeland Security (DHS) is a widely distributed and diverse national enterprise. The term "enterprise" refers to the collective efforts and shared responsibilities of Federal, State, local, tribal, territorial, nongovernmental and private-sector partners – as well as individuals and communities – to maintain security capabilities.<sup>3</sup>

Given the diversity of communities, schools and campuses in the U.S., there is no "one size fits all" approach to campus resilience. Different settings have different needs. Students, faculty, administrators, campus security staff, local law enforcement, state and local emergency management personnel and others play a role in campus resilience.

In preparation for the 3/20 meeting and our subsequent work, please consider:

- What unique capabilities do academic institutions possess that can be employed to enhance campus and community resilience?
- What arrangements have institutions of higher learning made with partners outside their campuses to ensure resilient systems and continuity of operations?
- What innovative approaches at the National and/or global level can you share with DHS that promote sustainability and self-reliance in the interest of campus resilience?
- What can DHS and the rest of the federal family do to better collaborate with the academic community to facilitate and support the creation of resilience tools, methods and models?

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<sup>1</sup> Department of Homeland Security, Federal Emergency Management Agency, *Whole Community Approach to Emergency Management* (2011), p. 3.

<sup>2</sup> Department of Homeland Security, *Quadrennial Homeland Security Review* (2010), p. 43.

<sup>3</sup> Department of Homeland Security, *Quadrennial Homeland Security Review* (2010), p. viii.

- What research could be conducted by DHS to help enhance the resilience of academic communities over the long-term?
- How can DHS assist in developing resilience-focused courses for students in your campus community?
- What organization(s) can or could speak on behalf of the academic community to establish uniform methods and practices to enhance campus resilience?
- What products and/or outcomes do you envision as the most useful to advance campus resilience?
- What outside subject matter experts would you like to have as speakers or subcommittee members for this Council?

**Attachments**

1. *Quadrennial Homeland Security Review* (QHSR) Executive Summary (4 pages)
2. *QHSR* Mission 1: Preventing Terrorism and Enhancing Security, Goal 1.3 (3 pages)
3. *QHSR* Mission 5: Ensuring Resilience to Disasters (6 pages)

# EXECUTIVE SUMMARY

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The purpose of the first-ever Quadrennial Homeland Security Review (QHSR) is to outline the strategic framework to guide the activities of participants in homeland security toward a common end. A safe and secure homeland must mean more than preventing terrorist attacks from being carried out. It must also ensure that the liberties of all Americans are assured, privacy is protected, and the means by which we interchange with the world—through travel, lawful immigration, trade, commerce, and exchange—are secured.

In addition, while the importance of preventing another terrorist attack in the United States remains undiminished, much has been learned since September 11, 2001, about the range of challenges we face. Hurricane Katrina, widespread international cyber attacks, the expansion of transnational criminal activities, and H1N1 influenza are examples of threats and hazards that are central to homeland security, requiring an equally wide variety of capabilities to address them.

The QHSR is not simply a discussion of the roles and responsibilities of the Department of Homeland Security (DHS).<sup>1</sup> The QHSR acknowledges existing relationships, roles, and responsibilities, and seeks to set forth a shared vision of homeland security in order to achieve unity of purpose. The Nation's first QHSR takes as its aim a vision for our homeland as safe, secure, and resilient against terrorism and other hazards where American interests, aspirations, and way of life can thrive.

## *Today's Security Environment*

The accelerated flow of ideas, goods, and people around the world, while vital to supporting and advancing America's interests, also creates security challenges that are increasingly borderless and unconventional. To a greater degree than at any point in history, individuals and small groups—from nongovernmental organizations (NGOs) on the one hand to criminal networks and terrorist organizations on the other—have the ability to engage the world with far-reaching effects, including those that are disruptive and destructive.

Among the forces that threaten the United States and its interests are those that blend the lethality and high-tech capabilities of modern weaponry with the power and opportunity of asymmetric tactics such as terrorism and cyber warfare. We are

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<sup>1</sup> Section 707 of the Homeland Security Act of 2002, as amended, requires the Secretary of Homeland Security, in each quadrennial review, to “delineate and update, as appropriate, the national homeland security strategy,” and to “outline and prioritize the full range of the critical homeland security mission areas of the Nation.”



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challenged not only by novel employment of conventional weaponry, but also by the hybrid nature of these threats. We have seen their effects on the American homeland. Moreover, we must remember that we face a determined and constantly adapting adversary. The attempted terrorist attack on Flight 253 on December 25, 2009, is a powerful illustration that terrorists will go to great lengths to try to defeat the security measures that have been put in place since 9/11.

**Figure ES-1. Threats, Hazards, and Long-Term Global Challenges and Trends**

Threats and Hazards	Global Challenges and Trends
<ul style="list-style-type: none"><li>• High-consequence weapons of mass destruction</li><li>• Al-Qaeda and global violent extremism</li><li>• High-consequence and/or wide-scale cyber attacks, intrusions, disruptions, and exploitations</li><li>• Pandemics, major accidents, and natural hazards</li><li>• Illicit trafficking and related transnational crime</li><li>• Smaller scale terrorism</li></ul>	<ul style="list-style-type: none"><li>• Economic and financial instability</li><li>• Dependence on fossil fuels and the threats of global climate change</li><li>• Nations unwilling to abide by international norms</li><li>• Sophisticated and broadly available technology</li><li>• Other drivers of illicit, dangerous, or uncontrolled movement of people and goods</li></ul>

### *Defining and Framing Homeland Security*

Homeland security describes the intersection of evolving threats and hazards with traditional governmental and civic responsibilities for civil defense, emergency response, law enforcement, customs, border control, and immigration. In combining these responsibilities under one overarching concept, homeland security breaks down longstanding stovepipes of activity that have been and could still be exploited by those seeking to harm America. Homeland security also creates a greater emphasis on the need for joint actions and efforts across previously discrete elements of government and society.

Homeland security is a widely distributed and diverse—but unmistakable—national enterprise. The term “enterprise” refers to the collective efforts and shared responsibilities of Federal, State, local, tribal, territorial, nongovernmental, and private-sector partners—as well as individuals, families, and communities—to maintain critical homeland security capabilities. The use of the term connotes a broad-based community with a common interest in the public safety and well-being of America and American society that is composed of multiple actors and stakeholders

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whose roles and responsibilities are distributed and shared. As the Commander-in-Chief and the leader of the Executive Branch, the President of the United States is uniquely responsible for the safety, security, and resilience of the Nation. The White House leads overall homeland security policy direction and coordination. Individual Federal agencies, in turn, are empowered by law and policy to fulfill various aspects of the homeland security mission. The Secretary of Homeland Security leads the Federal agency as defined by statute charged with homeland security: preventing terrorism and managing risks to critical infrastructure; securing and managing the border; enforcing and administering immigration laws; safeguarding and securing cyberspace; and ensuring resilience to disasters. However, as a distributed system, no single entity is responsible for or directly manages all aspects of the enterprise.

There are three key concepts that are essential to, and form the foundation for, a comprehensive approach to homeland security:

- **Security:** Protect the United States and its people, vital interests, and way of life;
- **Resilience:** Foster individual, community, and system robustness, adaptability, and capacity for rapid recovery; and
- **Customs and Exchange:** Expedite and enforce lawful trade, travel, and immigration.

All homeland security activities must be built upon a foundation of ensuring security and resilience, as well as facilitating the normal, daily activities of society and interchange with the world.

### *The Homeland Security Missions*

The QHSR outlines the Nation's homeland security missions, or broad areas of activity around which the homeland security enterprise is oriented. *These missions are enterprise-wide, and not limited to the Department of Homeland Security.* Hundreds of thousands of people from across the Federal Government, State, local, tribal, and territorial governments, the private sector, and other nongovernmental organizations are responsible for executing these missions. These homeland security professionals must have a clear sense of what it takes to achieve the overarching vision.



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There are five homeland security missions. The missions and associated goals are as follows:

### **Mission 1: Preventing Terrorism and Enhancing Security**

- Goal 1.1: Prevent Terrorist Attacks
- Goal 1.2: Prevent the Unauthorized Acquisition or Use of Chemical, Biological, Radiological, and Nuclear Materials and Capabilities
- Goal 1.3: Manage Risks to Critical Infrastructure, Key Leadership, and Events

### **Mission 2: Securing and Managing Our Borders**

- Goal 2.1: Effectively Control U.S. Air, Land, and Sea Borders
- Goal 2.2: Safeguard Lawful Trade and Travel
- Goal 2.3: Disrupt and Dismantle Transnational Criminal Organizations

### **Mission 3: Enforcing and Administering Our Immigration Laws**

- Goal 3.1: Strengthen and Effectively Administer the Immigration System
- Goal 3.2: Prevent Unlawful Immigration

### **Mission 4: Safeguarding and Securing Cyberspace**

- Goal 4.1: Create a Safe, Secure, and Resilient Cyber Environment
- Goal 4.2: Promote Cybersecurity Knowledge and Innovation

### **Mission 5: Ensuring Resilience to Disasters**

- Goal 5.1: Mitigate Hazards
- Goal 5.2: Enhance Preparedness
- Goal 5.3: Ensure Effective Emergency Response
- Goal 5.4: Rapidly Recover

In addition, we must specifically focus on maturing the homeland security enterprise itself. Maturing and strengthening the homeland security enterprise includes enhancing shared awareness of risks and threats, building capable communities, fostering unity of effort, and fostering innovative approaches and solutions through leading-edge science and technology.

By defining the homeland security missions and setting prioritized goals, objectives, and strategic outcome statements for each mission, we chart a course for action over the next 4 years.

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security enterprise partners to ensure such materials and technologies are secure and accounted for, and their movement is known to appropriate authorities.

Terrorists and other malicious actors must be impeded in their ability to move dangerous materials, technologies, and expertise into, within, or out of the United States through appropriate screening, detection, and inspection regimes, and through efforts to prevent the financing of their activities.

- **Protect against hostile use of CBRN: Identify the presence of and effectively locate, disable, or prevent the hostile use of CBRN.** Measures must be in place to discover the presence of CBRN, as well as to rapidly apply the technology and expertise necessary to locate, disable, or otherwise prevent use of CBRN weapons.

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### Goal 1.3: Manage Risks to Critical Infrastructure, Key Leadership, and Events

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**Key sectors actively work to reduce vulnerability to attack or disruption.** The American way of life depends upon the effective functioning of the Nation's critical infrastructure and key resources, and the protection of key leadership and events. Although considerable advances have been made in identifying critical infrastructure assets and systems, and understanding the current, emerging, and future risks to those infrastructures, the breadth of the infrastructure, its increasing reliance on cyberspace, and its criticality necessitates continued diligence.

#### Objectives

- **Understand and prioritize risks to critical infrastructure: Identify, attribute, and evaluate the most dangerous threats to critical infrastructure and those categories of critical infrastructure most at risk.** Homeland security partners and stakeholders need a shared understanding of the risks to and the interdependencies that connect the Nation's critical

**Homeland security includes the unique responsibility of protecting the President of the United States,** the Vice President, visiting heads of state, and the Presidential campaign process, as well as ensuring the continuity of national leadership. At the Federal level, the U.S. Secret Service assumed this responsibility after the assassination of President William McKinley in 1901. At the State, local, tribal, and territorial levels, law enforcement agencies and protective services provide similar functions.

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infrastructure and key resources. Homeland security partners must provide and receive information and assessments on current and emerging risks in time to carry out their risk management responsibilities, while enjoying access to the data, tools, and expertise to make informed risk management decisions.

Acquisition, access, retention, production, use, and management of threat and risk information must be maximized through compatible information architecture and data standards. Risk management decisions made by homeland security partners must account for interdependencies across sectors and jurisdictions.

- **Protect critical infrastructure: Prevent high-consequence events by securing critical infrastructure assets, systems, networks, or functions—including linkages through cyberspace—from attacks or disruption.**  
Homeland security partners must be aware of the risk profiles of and risk management strategies for critical infrastructure, to include key governmental sites that have national symbolic importance as well as serve as vital functions to our democratic institutions. Measures to control, and in some cases deny, access to critical infrastructure assets, systems, and networks must be consistently implemented, upgraded, and enforced. These measures must also continuously adapt based on an improved understanding of changing threats and risks. Additionally, business processes and infrastructure operations must be changed or revised and technologies incorporated to reduce the risk of high-consequence events.
- **Make critical infrastructure resilient: Enhance the ability of critical infrastructure systems, networks, and functions to withstand and rapidly recover from damage and disruption and adapt to changing conditions.**  
The Nation cannot rely on protection strategies alone to ensure the continuity of critical functions, particularly those necessary for public health and safety. Homeland security partners must develop, promulgate, and update guidelines, codes, rules, regulations, and accepted standards when appropriate, that measurably reduce the risk of damage and disruption to critical functions, networks, and systems, and ensure their resilience. Design of new infrastructure and infrastructure improvements must anticipate change in the risk environment, incorporate lessons from past events and exercises, and consider and build in security and resilience from the start. Finally, a skilled workforce with sufficient capacity and expertise is necessary in order to ensure the functionality of critical infrastructure.



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- **Protect governmental leaders, facilities, and special events: Preserve continuity of government and ensure security at events of national significance.** Preserving continuity of government is essential to the stability of the Nation. Detecting, disrupting, and responding to crises under any contingency requires collaboration throughout the homeland security enterprise. Identifying, analyzing, and disseminating protective intelligence information pertaining to individuals, groups, and technologies that pose a danger to our Nation's leadership and visiting heads of state and government is imperative to safeguarding our Nation's interests. So too is actual protection of government facilities. In addition, Federal, State, local, tribal, and territorial homeland security partners execute operational security plans that ensure the safety of American citizens at events of national significance. Homeland security stakeholders play a critical role in the execution of layered security measures to address the threat spectrum. Developing and fostering critical coalitions such as task forces, fusion centers, and working groups reinforces strategic investigative alliances, aids in identifying patterns and trends, and allows sharing of emerging technologies, systems, and methodologies.

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### MISSION 5: ENSURING RESILIENCE TO DISASTERS

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The strategic aims and objectives for ensuring resilience to disasters are grounded in the four traditional elements of emergency management: hazard mitigation, enhanced preparedness, effective emergency response, and rapid recovery. Together, these elements will help create a Nation that understands the hazards and risks we face, is prepared for disasters, and can withstand and rapidly and effectively recover from the disruptions they cause.

#### Key Strategic Outcomes

- A standard for general community hazard mitigation is collaboratively developed and adopted by all communities.
- Individuals and families understand their responsibilities in the event of a community-disrupting event and have a plan to fulfill these responsibilities.
- Preparedness standards for life safety, law enforcement, mass evacuation and shelter-in-place, public health, mass care, and public works capabilities, including capacity levels for catastrophic incidents, have been developed and are used by all jurisdictions.
- Jurisdictions have agreements in place to participate in local, regional, and interstate mutual aid.
- All organizations with incident management responsibilities utilize the *National Incident Management System*, including the Incident Command System, on a routine basis and for all federally declared disasters and emergencies.

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#### Goal 5.1: Mitigate Hazards

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##### **Strengthen capacity at all levels of society to withstand threats and hazards.**

Though the occurrence of some disasters is inevitable, it is possible to take steps to reduce the impact of damaging events that may occur. The Nation's ability to withstand threats and hazards requires an understanding of risks and robust efforts to reduce vulnerabilities. Mitigation provides a critical foundation to reduce loss of life and property by closing vulnerabilities and avoiding or lessening the impact of a disaster, thereby creating safer communities. Mitigation seeks to break out of the cycle of disaster damage, reconstruction, and repeated damage. Mitigating vulnerabilities reduces both the direct consequences and the response and recovery requirements of disasters.



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### Objectives

- **Reduce the vulnerability of individuals and families: Improve individual and family capacity to reduce vulnerabilities and withstand disasters.** Individuals and families must be a focal point of mitigation efforts, as they are best positioned to reduce their own vulnerabilities. Promoting individual and family mitigation requires identifying the factors that influence the psychological and social resilience of individuals. Government must actively engage to help individuals understand the risks that their communities face, the resources available to them, and the steps they can take to prepare themselves, their homes, and their businesses.
- **Mitigate risks to communities: Improve community capacity to withstand disasters by mitigating known and anticipated hazards.** Community-level mitigation measures have historically proven successful in reducing the effects of disasters. Standards for general community hazard mitigation, such as building codes and land and water use policies, must be in place and enforced around the country. In addition, measures to reduce the consequences of disasters on critical infrastructure and essential systems and services, including supply chains, health care systems, communications networks, and transportation systems, must be incorporated into development planning. Insurance policies—including those offered or otherwise supported by the Federal Government—should include hazard mitigation incentives.

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### Goal 5.2: Enhance Preparedness

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**Engage all levels and segments of society in improving preparedness.** Active participation by all segments of society in planning, training, organizing, and heightening awareness is an essential component of national preparedness. While efforts have traditionally focused on the preparedness of government and official first responders, individuals prepared to care for themselves and assist their neighbors in emergencies are important partners in community preparedness efforts. Because neighbor-to-neighbor assistance, when done safely, decreases the burden on first responders, individuals should be seen as force multipliers who may also offer specialized knowledge and skills.

### Objectives

- **Improve individual, family, and community preparedness: Ensure individual, family, and community planning, readiness, and capacity-building for disasters.** Prepared individuals and families enhance overall

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community resilience and reduce the burden on government emergency responders. Individuals and families must be prepared to care for themselves for a reasonable period of time after a disaster—some experts have suggested the first 72 hours—and assist their neighbors, reserving scarce public resources to assist those who are injured, incapacitated, or otherwise unable to care for themselves. The public must be engaged in order to build a collective understanding of their risks, the resources available to assist their preparations, and their roles and responsibilities in the event of a disaster. Participation in community disaster response programs such as Community Emergency Response Teams (CERTs), other Citizen Corps programs, and similar volunteer teams maintained by nongovernmental organizations must be enhanced, and community-based training and exercises must be increased, to help individuals gain the skills necessary to respond to disasters safely and in coordination with local authorities. Community organizations, including local NGOs, faith-based groups, and advocacy groups for vulnerable populations—often cornerstones of communities, but not traditionally involved in emergency management—must be integrated into community planning, risk reduction, and preparedness activities.

- **Strengthen capabilities: Enhance and sustain nationwide disaster preparedness capabilities, to include life safety, law enforcement, mass evacuation and shelter-in-place, public health, mass care, and public works.** Homeland security partners must be prepared for the variety of requirements resulting from a disaster. Joint hazard identification and risk analysis can help determine consensus-based, tiered preparedness standards for States, regions, and localities. These preparedness standards will then allow us to develop nationally the capabilities we will need to address the full range of threats and hazards that we face.

Because success in day-to-day operations often foreshadows success in larger incidents, critical emergency response capabilities must be enhanced and all organizations with incident management responsibilities must be encouraged to use the Incident Command System (ICS) or a comparable system compliant with the *National Incident Management System* for day-to-day emergencies. In addition, we must evaluate our performance in exercises and learn from our responses to actual incidents to identify and close capability and capacity gaps and improve response and recovery operations.



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### Goal 5.3: Ensure Effective Emergency Response

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**Strengthen response capacity nationwide.** Because it is impossible to eliminate all risks, a resilient Nation must have a robust capacity to respond when disaster strikes. Such response must be effective and efficient and grounded in the basic elements of incident management. When an incident occurs that is beyond local response capabilities, communities must be able to obtain assistance from neighboring jurisdictions and regional partners quickly, making a robust regional capacity vital to effective emergency response.

#### Objectives

- **Provide timely and accurate information to the public:** Establish and strengthen pathways for clear, reliable, and current emergency information, including effective use of new media.

Timely, appropriate, and reliable communication with the public

before, during, and immediately after disasters is a key component of societal resilience. In today's environment of speed-of-light communications and pervasive social networking technologies, homeland security partners must take full advantage of cutting-edge tools and capabilities to promote widespread situational awareness. As such, information sharing and public alert and warning must be viewed as mutually supportive efforts in seeking to combine the networked power of new media and "Web 2.0" technologies with existing homeland security information-sharing capabilities such as fusion centers, emergency operations centers, and joint terrorism task forces. Moreover, emergency information must be accessible through as many pathways as

**Less than three minutes after American Airlines Flight 77 crashed into the Pentagon,** Arlington County Fire Department officials were on scene, leading the effort to establish a unified command and control structure under protocols set forth in the Incident Command System (now part of the *National Incident Management System*) and the Federal Response Plan (a predecessor to today's *National Response Framework*). These interagency emergency management frameworks were well known to first responders because of common regional use, extensive training, and operational experience in the field. In the hours following the attack, thousands of personnel from some 50 public safety agencies at the Federal, State, and local levels arrived on site and at nearby staging areas and emergency operations centers. Their decades of joint planning, training, exercising, and operations had built the foundations of a regional homeland security community, which ensured a universal understanding of roles and responsibilities and allowed for a near-seamless integration of multiple agencies into a unified and effective response.

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possible, to include multiple languages, through social networks in low-income areas, and to those with special needs.

- **Conduct effective disaster response operations: Respond to disasters in an effective and unified manner.** An effective response requires that incident management organizations at all levels of government embrace common doctrine, undertake joint planning and training, and work to establish interoperable communications and equipment capabilities across jurisdictions, providing the flexibility, adaptability, and scalability necessary to match the complexity of many modern disasters. This cohesion will allow responders to improvise effectively in the face of unforeseen circumstances. First responders must be able to use the on-scene command, resource management, and communications and information management elements of the *National Incident Management System*. Jurisdictions across the Nation must have the ability to accurately characterize incidents and track the status of personnel and resources responding to major disasters and emergencies.
- **Provide timely and appropriate disaster assistance: Improve governmental, nongovernmental, and private-sector delivery of disaster assistance.** Effectively delivering disaster assistance requires improved coordination and preparedness among governmental, nongovernmental, and private-sector resources, including local businesses and faith-based and community organizations. Humanitarian relief services such as emergency sheltering and individual financial assistance must be efficiently and effectively administered. Effective operations during disasters require integration of nongovernmental assets in planning, training, and exercises.

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### Goal 5.4: Rapidly Recover

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**Improve the Nation's ability to adapt and rapidly recover.** Major disasters and catastrophic events produce changes in habitability, the environment, the economy, and even in geography that can often preclude a return to the way things were. We must anticipate such changes and develop appropriate tools, knowledge, and skills to adapt, improve sustainability, and maintain our way of life in the aftermath of disaster. Recent events have highlighted the challenges we face in dealing with disaster recovery. From sheltering and rehousing displaced survivors to reconstituting critical infrastructure and reestablishing the economic base of devastated areas, the challenges are profound. Individuals, businesses, nonprofit organizations, local, tribal, State, and Federal governments all have responsibilities

## V. MISSIONS, GOALS, AND OBJECTIVES OF HOMELAND SECURITY

in disaster recovery, underscoring the need to improve coordination and unity of effort.

### Objectives

- **Enhance recovery capabilities: Establish and maintain nationwide capabilities for recovery from major disasters.** Nationwide—at all levels of government and in nongovernmental organizations—sufficient capabilities for disaster recovery must be developed and maintained. While no government program can make communities and individuals whole, we must do a better job with the limited resources we have. This requires the development of a national strategic approach for disaster recovery and the use of standards for enhanced recovery capabilities. Federal roles and responsibilities must be clarified, and all jurisdictions must maintain and exercise recovery plans.
- **Ensure continuity of essential services and functions: Improve capabilities of families, communities, private-sector organizations, and all levels of government to sustain essential services and functions.** Communities, government entities, and private-sector organizations must develop and exercise continuity plans. Business continuity standards and practices must continue to gain acceptance. During a disaster, families and communities, as well as businesses and governmental entities, must be able to sustain critical capabilities and restore essential services in a timely manner.





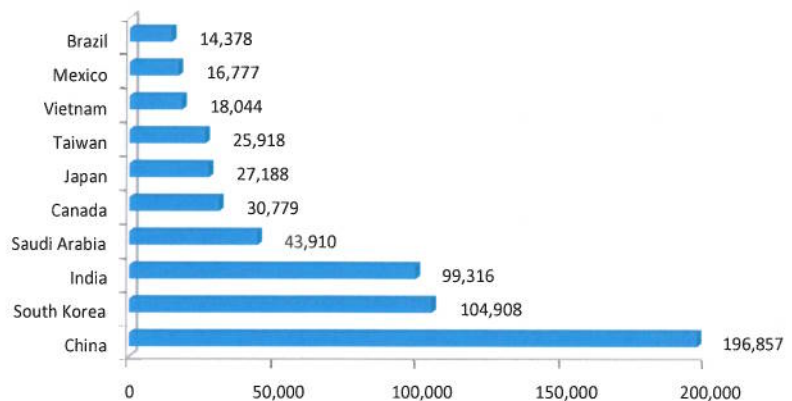
# Homeland Security

## International Students in the United States

Each year, more than 800,000 active international students and exchange visitors study in our nation's academic institutions and participate in exchange programs and training opportunities.

In economic terms, according to the U.S. Department of Commerce, international students contribute more than \$21.7 billion to the U.S. economy through their expenditures on tuition and living expenses.

Top 10 Countries of Origin \*



Students come from across the globe, with China, South Korea, and India representing the top countries of origin.

## The International Student Process

Over the course of an international student's journey through the U.S. immigration system, he or she may interact with numerous federal agencies, each with a distinct role. The Department of State (DoS) and the Department of Homeland Security (DHS) are the principal federal actors in the process, working together to achieve a seamless, one-government approach to facilitate the entry of international students while maintaining the integrity of the process.

DoS officials at embassies and consulates around the world serve as the face of the U.S. government, often being an international student's introduction to the U.S. when applying for a visa.

The following DHS operational Components maintain involvement in the process:

**U.S. Immigration and Customs Enforcement (ICE)** maintains responsibility for all investigations into student immigration status violations and oversees the Student and Exchange Visitor Program (SEVP), which serves three key functions in the international student process:

- Certifies U.S. schools to enroll international students;
- Establishes and enforces regulations governing certified schools and international students; and
- Manages the Student and Exchange Visitor Information System (SEVIS) to monitor compliance of schools and international students.

**U.S. Customs and Border Protection (CBP)** agents at ports of entry serve as the frontline for DHS to control the flow of people and goods into the United States. CBP agents are typically the first DHS representatives to interact with international students.

**U.S. Citizenship and Immigration Services (USCIS)** adjudicates applications/petitions from international students for immigration benefits such as employment authorization.

In preparation for the 3/20 meeting and our subsequent work, please consider:

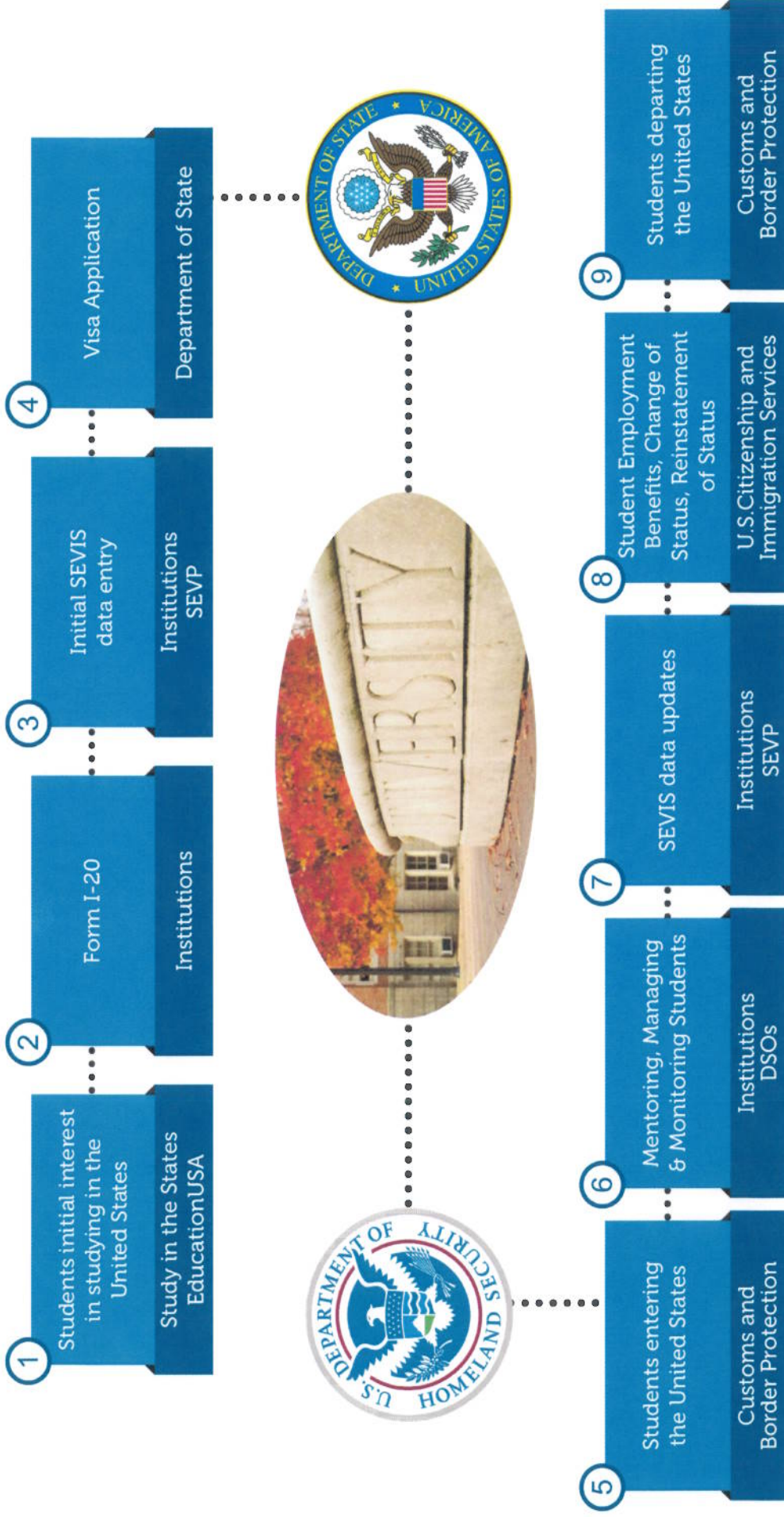
1. In your experience, what is DHS doing now that works well? What does not work?
2. What can DHS do to better collaborate with the academic community to improve the transparency of the international student processes and policies?
3. What are the emerging trends in academic innovation of which DHS needs to be aware?

#### **Attachments**

1. International Student Process Graphic
2. International Students in the United States Graphic



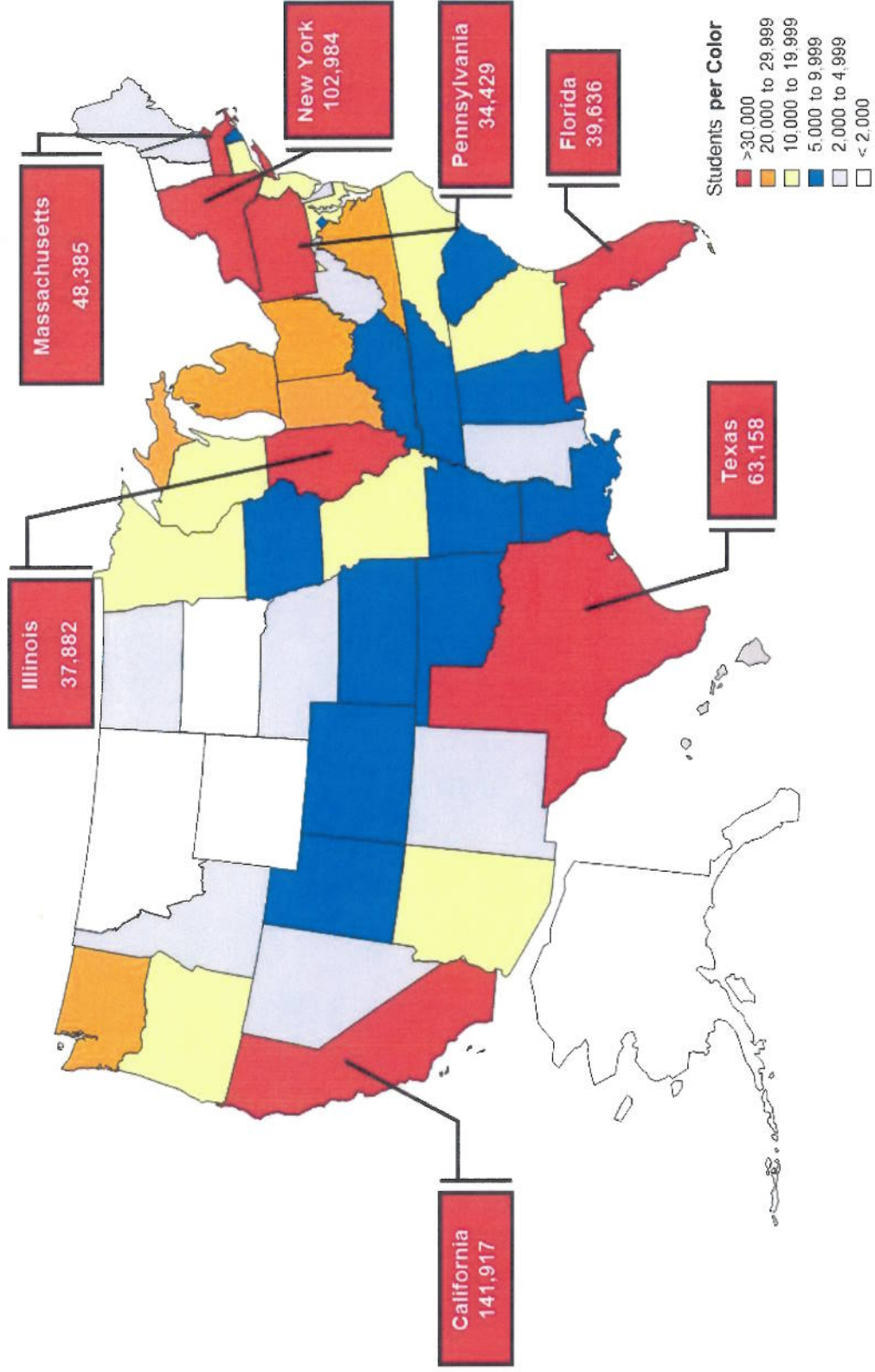
## International Student Process







## International Students in the United States\*



\*Source: Student and Exchange Visitor Information System (SEVIS) data collected on January 3, 2012 and published by the Student and Exchange Visitor Program in the quarterly SEVIS by the Numbers report.