



**U.S. DEPARTMENT OF HOMELAND SECURITY  
Homeland Security Advisory Council**

April 16, 2004

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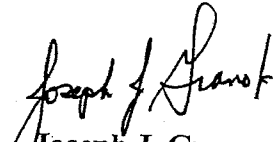
Secretary Tom Ridge  
U.S. Department of Homeland Security  
Washington, DC 20528

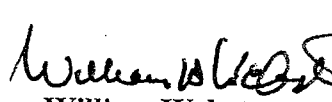
Dear Mr. Secretary:

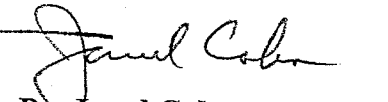
On behalf of the members of the Homeland Security Advisory Council (HSAC) and its Academe and Policy Research Senior Advisory Committee (APRSAC), we take this opportunity add our support to the Department's efforts to create high-quality Homeland Security Education and Training programs.

As you continue to build upon, integrate, and synergize the capabilities of the agencies that form the Department of Homeland Security, we recommend a parallel effort be undertaken with non-Departmental and private sector education and training institutions to build a comprehensive and integrated foundation for creating the individual skills and national prevention, protection, and recovery capabilities the Department requires. To that end, and as described in the attached US Coast Guard Academy presentation during our March 31, 2004 meeting, we support the concept of bringing together practitioners representing the spectrum of Homeland Security operational and education and training communities in a "*National Homeland Security Education and Training Conference.*"

Thank you again for the opportunity to serve the Nation and to provide you organizationally independent recommendations on all aspects of the Department's operations. HSAC and APRSAC members stand ready to support your efforts in making a Homeland Security Education and Training Conference concept a reality.

  
Joseph J. Grano  
Chair, Homeland  
Security Advisory  
Council

  
William Webster  
Vice Chair, Homeland  
Security Advisory  
Council

  
Dr. Jared Cohon  
Chair, Academe and Policy  
Research Senior Advisory  
Committee, Homeland  
Security Advisory Council

# U. S Coast Guard Academy Educational Initiatives and Research



Presentation Prepared for  
The Academe and Policy Research Senior Advisory Committee

February 26, 2004 – Washington, DC

Commander Joseph E. Vorbach III, Ph.D

Mr. Patrick N. Newman, J.D



U. S Coast Guard Academy February 23, 2004

# U. S Coast Guard Academy Educational Initiatives and Research



## Presentation Highlights:

- Coast Guard Academy Mission & Overview
- Semper Paratus –CGA Response to 9/11
- The New War Threat and Response Simulation Exercise
- Coast Guard Leadership Development Center
- DHS Executive Leadership/Flag Orientation Seminar



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# U. S Coast Guard Academy Educational Initiatives and Research



## Presentation Highlights:

- HLS Education and Training Research
- The General State of HLS Education & Training
- Setting the Standard: Preliminary Findings and Recommendations
- Toward a Strategic Framework for HLS Education and Training Conference



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# U. S Coast Guard Academy Educational Initiatives and Research



## U. S. Coast Guard Academy Mission & Overview:

- Nearly 1000 cadets in four-year, year-round program
- Culminates in Bachelor of Science in one of seven majors and a commission as an Ensign in the U. S. Coast Guard
- Historically, all graduates serve first assignment at sea, that will change for the first time in 2004
- Marine Transportation Initiative: In place since 1998
  - 2 GS-11 Billets
  - Effort to fold cadet learning into Commandant's Strategic Directives
  - Principle focus on maritime security and policy since 9/11



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## U. S Coast Guard Academy Educational Initiatives and Research



### The New War Threat and Response Simulation Exercise

- Panelists highlighting domestic and international challenges
- Training in Incident Command System (ICS)
- Capstone event employing CGA's Shipboard Simulator, T-boat training vessels, National HAZMAT Strike Teams
- Robust interagency, state, local and private sector participation
- Fall 04, fourth consecutive year



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## U. S Coast Guard Academy Educational Initiatives and Research



### Coast Guard Leadership Development Center

- Created in 1998 to train Coast Guard personnel to demonstrate leadership competencies
- Employs resident and non-resident classroom training, unit-level programs and web-based curricula
- Completes the Coast Guard Academy as the sole source of commissioning for Coast Guard officers
  - 200 Officer Candidates per annum
  - 100 Direct Commission Officers
  - 90-100 Reserve Officers
  - Chief Warrant Officer indoctrination



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## DHS Executive Leadership/Flag Orientation Seminar

- Developed in 2002
- Expanded in 2003 to include SES-level participation from DHS agencies
- Further evolution might include prototype Command and Staff course for mid-level officers/GS—13/14/15 civilians
- Goal: cross-pollination of missions/skill sets and solidification of Departmental culture & values



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## HLS Education and Training Research

- Genesis: Experience at Academy led CGA MTS Initiative to what seemed an essential, albeit broad, research question...
  - What is the level of coordination & oversight in HLS E & T?
- Preliminary inquiry: *Setting the Standard*
- Mr. Patrick Newman



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# U. S Coast Guard Academy Educational Initiatives and Research



## The General State of HLS Education & Training Setting the Standard: Preliminary Findings

- Explosion of HLS Training and Education programs & activities
- Lack of strategic direction and integration – redundancies
- Lack of real innovation, recasting of familiar programs & curricula
- Emphasis on short-term training versus foundational education
- Emphasis on technology, excludes HLS policy and strategic studies
- No standards or credible accreditation mechanisms



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## The General State of HLS Education & Training Setting the Standard: Preliminary Findings

- Positive engagement and intent
- Development of academic consortiums and faculty exchanges
- Development of state/federal/private partnerships
- Some best practices are emerging
- Effective models exist



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## Educational Initiatives and Research



### Toward a Departmental Strategic Framework: A National HLS Education and Training Conference

- Currently, a comprehensive and well-coordinated process for identifying and achieving the appropriate levels of education and training integration that will be required to carry out the new Department of Homeland Security missions has not been identified



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### Toward a Departmental Strategic Framework: A National HLS Education and Training Conference

#### General HLS E & T Objectives:

- Promoting executive awareness and inter-agency coordination to prevent terrorist attacks within the United States;
- Reducing America's vulnerability to terrorism through the education of current and future agency and department leaders; and
- Researching new policies, methodologies, and technology to prevent and deter terrorist activities and minimize damage and expedite recovery from attacks that occur.



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# U. S Coast Guard Academy Educational Initiatives and Research



## Toward a Departmental Strategic Framework: A National HLS Education and Training Conference

- Refining and building upon these objectives, as well as assessing the current national capability to develop and deliver programs that will advance these objectives will provide the subject matter around which the event's specific workshops and plenary sessions will be built
- Must establish baseline for HLS E&T discussion and debate
- Formal national survey required



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# U. S Coast Guard Academy Educational Initiatives and Research



## Toward a Departmental Strategic Framework: A National HLS Education and Training Conference

### Proposed Conference Panel Topics:

- The State of Homeland Security Education and Training : Identifying Challenges
- Defining Homeland Security Education and Training Strategic Objectives
- Reviewing Homeland Security Education and Training Best Practices
- Funding Homeland Security Education and Training
- Organizing to Meet the National Need: Toward a National Homeland Security Education and Training Program



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## U. S Coast Guard Academy Educational Initiatives and Research



### Toward a Departmental Strategic Framework: A National HLS Education and Training Conference

#### Proposed Conference Workshops:

- Defining appropriate governmental, private sector and academic HLS Education and Training roles
- Departmental Culture Building, What will it take?
- Identifying effective HLS Education and Training implementation and delivery strategies and modalities
- Assessing performance competencies: Designing appropriate exercises and simulations
- Employing instructional technologies in support of HLS Education and Training



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## U. S Coast Guard Academy Educational Initiatives and Research



### Toward a Departmental Strategic Framework: A National HLS Education and Training Conference

#### Progress:

- Commandant's approval for concept
- *Setting the Standard* draft revisions and clearance
- Planning has commenced
- Mid-fall 2004 time frame
- Coordinating with interagency, academic and private sector partners



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