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Perspectives on Homeland Security and Defense (PHSD - 2012)

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SYLLABUS

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Course Introduction and General Description

The principle issues of the defense of the homeland – border security, preservation of critical infrastructure, natural disasters, terrorism, interagency coordination, maritime and port security, and continuity of operations for the government – are challenges that all nations in Latin America and the Caribbean share in common. In many ways, the success of any one country relies upon cooperation among countries sharing the same region or interests. In this sense, understanding the distinct perspectives that different countries have toward issues related to "homeland security" is essential and can be important for the entire hemisphere.

The Perspectives on Homeland Security and Defense (PHSD) course at CHDS is designed to share different perspectives from partner nations on defense of the homeland. In the U.S., the September 11, 2001 terrorist attacks resulted in a profound transformation of the security of the U.S. homeland and the protection of the American people. On November 22, 2002, Congress passed legislation creating a Department of Homeland Security. The Department consolidates into a single department a number of offices and agencies responsible for implementing various aspects of homeland security. Additionally, on April 25, 2002 President George Bush approved a the establishment of a new Geographic Combatant Command, U.S. Northern Command (NORTHCOM) dedicated to the defense of the U.S. homeland. NORTHCOM became operational on October 1, 2002.

PHSD is a 7-week course, mixing on-line and in-residence activities to allow students to analyze and compare different perspectives on "Homeland Defense and Security." Although the expressions "Homeland Defense" and "Homeland Security" originated in the United States' political culture, they encompass activities that are common to most of the countries in exercise of their fundamental obligations to provide security for their citizens. This course aims at examining these interpretations of the issue in their different venues to find commonalities and differences, analyze the implications of such commonalities and differences and allow for the consideration of these aspects to cooperation initiatives.

The course is divided into three parts. During a 2-week on-line, pre-course distance phase, participants will receive reading material and will engage in discussions aimed at identifying different reactions toward the expressions "Homeland Defense" and "Homeland Security." During a 2-week in-residence phase at CHDS, participants will engage in an intensive program of lectures, conferences, seminars, case-studies, debates, and readings, culminating with a role-play exercise. During the final 3-week research and writing phase, students will be encouraged to complete a 10-15 page journal-quality research or policy paper.

Course Goal

This course is designed to provide opportunities to participants to:

- Analyze and compare the nature and the scope of different perspectives on homeland security and defense including considerations for border security, preservation of critical infrastructure, response to natural disasters, terrorism, interagency coordination, maritime and port security, nuclear plant safety, cybercrime, and continuity of operations for the government; and

- Visualize ways to increase regional cooperation to respond to natural and man made threats throughout the Western Hemisphere: and

- Analyze transnational threats in terms of threat, mitigation of risk and response.

Course Objectives

At the end of the course, students will be expected to:

- Analyze the increasingly transnational nature of challenges to national and regional security and identify ways to prevent and respond to these challenges.
- Analyze implications of globalization, weak and failed states, and environmental changes to defense and security.
- Develop awareness of emerging and non-traditional threats to security such as organized crime, trafficking, and cyber.
- Compare countries' responses to those threats and challenges to national and regional defense and security.
- Identify potential mitigation strategies for natural and man-made threats.
- Describe the relevance of cooperation for regional cooperation toward increasing Homeland Security and Defense measures.
- Assess the relevance and identify modes for improving defense support to civil authorities.
- Identify measures to improve the nations' abilities to respond to natural and man-made disasters.

Course Topics

A. Homeland Defense

This course will examine the approach taken by the United States to organize and plan for threats against the homeland. Course content will include threats to the homeland, protecting the homeland, coordination and responsibility issues, additional consideration during crises and disasters, U.S. Northern Command and it's role in homeland security, and interagency and international coordination.

The U.S. military makes a distinction between "homeland security" and "homeland defense" in defining its mission responsibilities. Homeland security is defined as a concerted national effort to prevent terrorist attacks within the United States, reduce the vulnerability of the United States to terrorism, and minimize the damage and assist in the recovery from terrorist attacks. Homeland defense is defined as the military protection of United States territory, domestic population, and critical defense infrastructure against external threats and aggression. It also includes routine, steady state activities designed to deter aggressors and to prepare U.S. military forces for action if deterrence fails.

B. Trans-national Security Threats in the Era of Globalization

This section of the course examines the threats to homeland security on a national and regional level. While the threat of international armed conflict between nation states has diminished greatly in the past twenty years, significant security threats continue to occupy policy makers across the Americas. Terrorism, transnational organized crime, trafficking of drugs, people and firearms remain challenges in the era of globalization. The advances in technology that have led to unprecedented growth in productivity have also opened new vectors for attack on critical infrastructure. Recent large-scale natural disasters such as Hurricane Katrina in 2006 and the 2010 earthquakes in Haiti and Chile demonstrate the vulnerabilities associated with such events and the need for governments to develop plans for such contingencies.

C. Border Security

Enhancing border security has emerged as a significant policy issue in a globalized world where transnational threats continue to increase. Following the end of the Cold War, the priorities for border security policy were beginning to shift from immigration-related issues to issues related to facilitating legitimate cross-border commerce. However, since the 2001 terrorist attacks on the homeland, the United States has taken vigorous actions to control border security including funding for increased personnel and technological improvements and port infrastructure assessment studies.

There are two arms of the federal government charged with immigration related border security: the border patrol and immigration inspectors. The United States Border Patrol enforces immigration law as well as some aspects of the criminal law along the border and between ports of entry. Immigration inspectors are stationed at United States ports of entry and examine and verify U.S. citizens and foreign nationals who seek admission to the United States.

D. Critical Infrastructure.

The nation's health, wealth, and security rely on the production and distribution of certain goods and services. The array of physical assets, processes and organizations across which these goods and services move are called critical infrastructures (e.g. electricity, the power plants that generate it, and the electric grid upon which it is distributed). Computers and communications, themselves

critical infrastructures, are increasingly tying these infrastructures together. There has been growing concern that this reliance on computers and computer networks raises the vulnerability of the nation's critical infrastructures to "cyber" attacks.

The criteria for determining what might be a critical infrastructure, and which infrastructures thus qualify, have expanded over time. Critical infrastructures were originally considered to be those whose prolonged disruptions could cause significant military and economic dislocation. Critical infrastructures now include national monuments (e.g. Washington Monument), where an attack might cause a large loss of life or adverse affect the nation's morale. They also include the chemical industry. While there may be some debate about why the chemical industry was not on earlier lists that considered only military and economic security, it seems to be included now primarily because individual chemical plants could be sources of materials that could be used for a weapon of mass destruction, or whose operations could be disrupted in a way that would significantly threaten the safety of surrounding communities.

E. Cybersecurity

On May 29, 2009, President Obama declared that U.S. critical information infrastructures are a strategic national asset. However, addressing national cybersecurity-related issues presents a difficult challenge because of a number of technical and policy considerations. A persistent set of issues has stymied significant progress in detecting and deterring existing threats and implementing effective safeguard measures. These include the uncertainty of the geographic location of the perpetrators of cyber attacks, the evolving integration of mobile technology devices into critical information infrastructure, a poorly coordinated federal-private sector approaches to addressing emerging risks, and legal difficulties with respect to U.S. response and offensive actions. As a result of these challenges, the U.S. created a new National Cyber Security Command in June 2009.

F. National Disaster Preparedness

Effective disaster preparedness and response require defining what needs to be done, where and by whom, how it needs to be done, and how well it should be done. These are issues that all nations in the region must address considering the frequent threats encountered from hurricanes, earthquakes, floods, and volcanoes in Latin America and the Caribbean. For example, following Hurricane Katrina in 2006, improvements were needed in leadership roles and responsibilities, development of the necessary disaster capabilities, and accountability systems that balance the need for fast, flexible response against the need to prevent waste, fraud, and abuse. To facilitate rapid and effective decision-making, legal authorities, roles and responsibilities, and lines of authority at all government levels must be clearly defined, effectively communicated, and well understood. Adequacy of capabilities in the context of a catastrophic or major disaster are needed—particularly in the areas of (1)

situational assessment and awareness; (2) emergency communications; (3) evacuations; (4) search and rescue; (5) logistics; and (6) mass care and shelter. Implementing controls and accountability mechanisms helps to ensure the proper use of resources. The Department of Homeland Defense (DHS) and the Federal Emergency Management Agency (FEMA) have initiated reviews and some actions in each of these areas, but their operational impact in a catastrophic or major disaster has not yet been tested. Some of the targeted improvements, such as a completely revamped logistics system, are multiyear efforts. Others, such as the ability to field mobile communications and registration-assistance vehicles, are expected to be ready much sooner.

G. Terrorism.

In the aftermath of the terrorist attacks of September 11, 2001, two authoritative reports concluded that the lack of adequate and timely coordination and communication within the Intelligence Community (IC) was one factor contributing to the inability of the IC to detect and prevent the terrorist attacks. Within the Intelligence Community, agencies did not adequately share relevant counterterrorism information, prior to September 11. This breakdown in communications was the result of a number of factors, including differences in agencies' missions, legal authorities and cultures. Information was not sufficiently shared, not only between Intelligence Community agencies, but also within agencies, and between the intelligence and law enforcement agencies.

In July 2004, the National Commission On Terrorist Attacks Upon the United States recommended the establishment of a National Counterterrorism Center (NCTC) to serve as a center for "... joint operational planning *and* joint intelligence, staffed by personnel from the various agencies...." On August 27, 2004, President George W. Bush signed an Executive Order (EO) that established the National Counterterrorism Center

On December 17, 2004, President Bush signed the Intelligence Reform and Prevention Act of 2004 that established the position of National Intelligence Director (a position separate from that of the CIA Director) to serve as the President's principal intelligence advisor, overseeing and coordinating the foreign and domestic activities of the intelligence community.

H. Civil liberties, martial law, posse comitatus, and national emergencies.

Crises in public order, both real and potential, often evoke comments concerning a resort to martial law. While some ambiguity exists regarding the conditions of a martial law setting, such a prospect, nonetheless, is disturbing to many citizens in the region who cherish their liberties, expect civilian law enforcement to prevail, and support civilian control of military authority. According to one definition, martial law "exists when military authorities carry on government or exercise various degrees of control over civilians or civilian authorities in domestic territory." More significantly, it "may exist either in time of war or when civil authority has ceased to function or has become ineffective." An overview of the concept of, exercise of, and authority underlying martial law is

covered in the course.

In the U.S., Hurricane Katrina raised questions concerning the President's legal authority to send active duty military forces into a disaster area and the permissible functions the military can perform to protect life and property and maintain order. The U.S. Stafford Act authorizes the use of the military for disaster relief operations at the request of the state governor, but does not authorize the use of the military to perform law enforcement functions, which is ordinarily prohibited by the Posse Comitatus Act. However, the President may invoke other authorities, such as the Insurrection Act, to use federal troops to aid in the execution of the law.

I. Continuity of Operations

Increasing dependence of organizational functions on advanced information technology (IT), have brought renewed attention to the need for organizations to engage in continuity of operations (COOP) planning. Interruptions of government operations through both computer virus infections and terrorist attacks have demonstrated that these concerns and needs extend to the government, as well as to other private and public institutions. Some private sector activities can be relocated or reconfigured to respond to continuity threats by dispersing centralized facilities, installing automated backup systems, or maintaining excess capacity. The task of ensuring that the government can continue to carry out its constitutional responsibilities in case of disruption presents special and unique challenges in addition to the operational concerns common to most organizations. For example, an attack against the U.S. Congress could result in a loss of individuals critical to governance, destroy important symbols of government, and undermine the national sense of safety and security.

Continuity of operations planning refers to the internal effort of an organization, such as an office or department, to assure that the capability exists to continue essential functions in response to a comprehensive array of potential operational interruptions. COOP planning is an *ongoing process* that is driven in part by growth and change of information systems, personnel, and mission critical needs. Operational interruptions may include routine building renovation or maintenance; mechanical failure of heating or other building systems; fire; inclement weather or other acts of nature; or a range of threatened or actual attacks. Other events that may interrupt congressional activity include failure of information technology (IT) and telecommunications installations due to malfunction or cyber attack.

J. Operational issues in Homeland Defense and Security

The Colorado Springs section of the course focuses on operational issues surrounding homeland defense and defense support to civilian authority. Building upon the policy discussions from the Washington phase, the students will interact with experts from the US Northern Command to explore issues surrounding several recent security events. Northcom speakers will address operational aspects of Defense Support to Civil Affairs, National Level Exercise

planning, Transnational Criminal Organizations, Interagency Operations, and Joint Humanitarian Aid.

Course Development/Methodology

Distributive Learning Phase (2 Weeks) – 2-16 April 2012

The Distance Learning phase of the course lasts two weeks and will be conducted on-line via Blackboard and via email between the professor and the students. This phase is designed to help the student to acquire, through discussion and comparison, a more nuanced understanding of different interpretations of "Homeland Defense" and "Homeland Security."

Resident Phase (2 weeks) – 16-27 April 2012

The course will be conducted at CHDS and at Northern Command in Colorado Springs. Students will be exposed to basic information on Homeland Defense and Security and will compare different perspectives on these concepts. They will also participate in simulations and exercises designed to produce decisions to address challenges to homeland defense and security. And the students will be challenged to analyze complex circumstances related to these themes. Methodology to help students acquiring this knowledge will include lectures, conferences by experts and practitioners, seminars, and case-studies. Themes will be distributed in a way that students develop a generic understanding of the distinct perspectives toward defense and security, and to analyze the complexities of decision-making related to these issues.

Research and Writing Phase (3 weeks) - 27 April – 18 May 2012

The Research and Writing phase of the course lasts three weeks and will be conducted on-line and via email between the professor and the students. Students are encouraged to take what they learned in the course to this point and write a journal-quality research or policy paper on a topic related to matters of homeland defense and security. Top papers will be considered for publication in CHDS's Security and Defense Studies Review journal.

Interactive exercise

One day will be dedicated to an interactive exercise that will enable the participants to apply the material presented in the course.

Presentations on Perspectives on Homeland Defense and Security

Each Break Out Group (BOG) will make a 90-minute presentation on one nation's view of homeland defense and security. This will be a group presentation by breakout group teams. The briefing will focus on the policy and operational approach to homeland defense and security threats taken by the

particular nation/subregion. The presentations will be made during the Colorado Springs phase of the course.

Course Certification

Participants will be granted a Certificate of Attendance specifying the number of hours dedicated to each major activity developed during the course.

Course Standards and Grading

Participants will be evaluated through exams, quizzes, class participation, and participation in group exercises. Additional information and grading rubric is available in the course "Standards of Evaluation" handout.

Academic Chain of Command

CHDS Director: Dr. Richard Downie
Dean of Academics: Dr. Luis Bitencourt
Course Director: Mr. Pat Paterson
Deputy Director: Dr. Evan Ellis
Facilitators: Dr. Evan Ellis, Dr. Patricia Escamilla-Hamm, Dr. Luis Kun, and Ms. Celina Realuyo

Discussion Questions and Reading Requirements

Pre-Course Distance Learning, 02-16 Apr 2012

Required Reading:

1. "National Disaster Recovery Framework 2011." *Federal Emergency Management Agency* (2011). http://www.fema.gov/pdf/recoveryframework/ndrf.pdf.

2. Broad, William J. "U.S. Rethinks for the Unthinkable." *The New York Times*. 15 December 2010.

3. "National Planning Scenarios: Executive Summaries." April 2005.

4. Best, Richard A. "The National Counterterrorism Center (NCTC)-Responsibilities and Potential Congressional Concerns." *Congressional Research Service* (2011).

Suggested Reading:

1. Relyea, Harold C. "National Emergency Powers." *CRS Report for Congress* (2007).

2. Lovelace Jr., Douglas C., and Wong, Leonard. "Homeland Security and Civil Liberties." *Strategic Studies Institute* (2004).
3. Bowman, Steve. "Homeland Security: The Department of Defense's Role." *CRS Report for Congress* (2003).

Day #1, 16 Apr 2012 – Administrative Matters, Introduction to Course

Lectures:

- Introduction to Homeland Security and Defense

Required Reading:

1. Ervin, Clark Kent. "The Status of U.S. Counterterrorism and Homeland Security." *Foreign Policy Research Institute* (2007). *PAIS.* http://www.fpri.org/enotes /200703.ervin.statuscounterterrorismhomelandsecur
2. Flynn, Stephen. "Recalibrating Homeland Security: Mobilizing American Society to Prepare for Disaster." *Foreign Affairs* 90.3 (2011): 130-40.

Suggested Reading:

1. Painter, William L. "Issues in Homeland Security Policy for the 112th Congress." Congressional Research Service. 22 September 2011.
2. Reese, Shawn. "Homeland Security Advisory System: Possible Issues for Congressional Oversight." *Congressional Research Service* (2003).
3. Tulak, A.N., R.W. Kraft, and D. Silbaugh. "State Defense Forces and Homeland Security." *Parameters* 33. (2004): 132-146. http://www.carlisle.army.mil/usawc/Parameters/Articles/03winter/tulak.pdf.

Day #2, 17 Apr 2012 – Threats to the Homeland in a Globalized World

Lectures:

- Transnational Criminal Organizations and Criminal Financial Networks
- Terrorism in the Americas
- Pandemics and PAHO
- Video Documentary on Hurricane Katrina

Required Reading:

1. Naim, Moises. "Five Wars of Globalization." *Foreign Affairs*. Jan 1, 2003.
2. Bjelopera, Jerome P., and Mark A. Randol. "American Jihadist Terrorism: Combating a Complex Threat." *Congressional Research Service* (2010).

3. Gecowets, Gregory A. S., and Jefferson P. Marquis. "Applying Lessons of Hurricane Katrina." *Joint Force Quarterly* 48 (2008): 70-76.
4. Seelke, Clare Ribando. "Trafficking in Persons in Latin America and the Caribbean." Congressional Research Service (CRS), report #RL33200, 23 Jan 2012.

Suggested Reading:

1. Masse, Todd M. "The National Counterterrorism Center: Implementation Challenges and Issues for Congress." *CRS Report for Congress* (2005).
2. Perl, Raphael F. "National Strategy for Combating Terrorism: Background and Issues for Congress." *CRS Report for Congress* (2007).
3. Terrorism in the Americas, CRS Report, Jan 2012
4. Garrett, Laurie. "The Nightmare of Bioterrorism." *Foreign Affairs* 80.1 (2001): 76-89. *Business Source Premier*.
5. Medalia, Jonathan. "Terrorist Nuclear Attacks on Seaports: Threat and Response." *CRS Report for Congress* (2003).
6. "What to do if a Nuclear Attack is Imminent." www.ki4u.com/grade.htm
7. "Lessons Learned from Hurricane Katrina: Preparing Your Institution for a Catastrophic Event." *Federal Financial Institutions Examination Council*.
8. Heritage Foundation. "40 Terror Plots Failed Since 9/11." 07 Sept 2011.
9. Pickup, Sharon. "Hurricane Katrina: Better Plans And Exercises Need To Guide The Military's Response To Catastrophic Natural Disasters: GAO-06-808T." *GAO Reports* (2006): 1. *Business Source Premier*.
10. The White House. "The Federal Response to Hurricane Katrina: Lessons Learned." February 2006.
11. Fessenden, Helen. "The Limits of Intelligence Reform." Foreign Affairs 84.6 (2005): 106-. ABI/INFORM Global; ProQuest Military Collection; ProQuest Research Library.
12. Carter, Ashton. "The Architect of Government in the Face of Terrorism." *International Security*, Winter 2001/02, Vol. 26, No. 3, Pages 5-23.
13. McCarthy, Frank. "Congressional Primer on Major Disasters and Emergencies." *CRS Report for Congress*, report # R41981, 2011.

<u>Day #3, 18 Apr 2012 – Protecting the Homeland</u>

Lectures:

- Critical Infrastructures
- Border and Port Security
- Cybersecurity and National Cyber Command

- Chilean Perspectives on National Disaster Response – the February 2010 Earthquake

Required Reading:

1. Theohary, Catherine A., and John Rollins. "Cybersecurity: Current Legislation, Executive Branch Initiatives, and Options for Congress." *Congressional Research Service* (2009).
2. Hersh, Seymour M. "The Online Threat." *The New Yorker* Nov 01 2010: 44-. 60.
3. Alden, Edward, and Bryan Roberts. "Are U.S. Borders Secure? Why We Don't Know, and How to Find Out." *Foreign Affairs* 90.4 (2011): 19-26.
4. Office of National Drug Control Policy (ONDCP). "National Southwest Border Counternarcotics Strategy." 2011.

Suggested Reading:

1. Chertoff, Michael. *Preserving Infrastructure: A 21st Century Challenge.* Parameters Winter 2008-09. http://www.carlisle.army.mil/usawc/Parameters/Articles/08winter/chertoff.pdf.
2. Moteff, John D. "Critical Infrastructures: Background, Policy and Implementation." *CRS Reports for Congress* (2011).
3. Copeland, Claudia, John Fischer, and John Moteff. "Critical Infrastructure: What Makes an Infrastructure Critical?" *CRS Reports for Congress* (2003).
4. Rollins, John, and Clay Wilson. "Terrorist Capabilities for Cyberattack: Overview and Policy Issues." *CRS Report for Congress* (2005).
5. Killebrew, Robert. "Terror at the Border: A New Terrorist Threat Is Closer than You Think." *Armed Forces Journal* 146, no. 5 (December 2008): 14-19. http://www.armedforcesjournal.com/2008/12/3801379.
6. Caldwell, Stephen L. "Maritime Security: The SAFE Port Act and Efforts to Secure Our Nation's Seaports." *GAO Reports* (2007). http://www.gao.gov/new.items/d0886t.pdf.
7. "Additional Steps Needed to Ensure That Officers Are Fully Trained." *GAO Reports* (2011).
8. Chu, Vivian. "Gun Trafficking Along the Southwest Border." *Congressional Research Service* (2011).
9. Libicki, Martin C. "Cyberdeterrence and Cyberwar." *Rand* (2009).
10. "Nations Urged to Secure Nuclear Plants Against Terrorists." *Global Security Newswire*. National Journal, 24 Jun 2011.

http://www.nti.org/gsn/article/nations-urged-to-secure-nuclear-plants-against-terrorists/

11. General Accounting Office (GAO). "Cybersecurity: Continued Attention Needed to Protect Infrastructure and Information Systems." (March 2011).

Day #4, 19 Apr 2012 – Interagency Coordination Issues

Lectures:

- Interagency Coordination
- SOUTHCOM Brief and Haiti Relief Operations
- The U.S. Federal Emergency Management Assistance (FEMA)
- Panel Discussion – Coordinating Disaster Relief among the Interagency

Required Reading:

1. "The Strategic Earthquake." *Defense & Foreign Affairs Strategic Policy* 36.6 (2008): 7-10.
2. Slocombe, Walter, and Daniel Gerstein. "The Day Before: A Biological Attack Is a More Likely Terrorism Scenario than a Dirty-Bomb Strike; The Time to Prepare Is Now." *Proceedings:U.S. Naval Institute* 136, no. 10 (October 2010): 40-45.
3. "National Response Framework 2008." *Federal Emergency Management Agency* (2008). http://www.fema.gov/pdf/emergency/nrf/nrf-core.pdf.
4. Serafino, Nina. "Building Interagency Capacity for Missions Abroad." Congressional Research Service (CRS), report # RL42133 , 02 February 2012.

Suggested Reading:

1. Bascetta, Cynthia. "Disaster Preparedness: Preliminary Observations on the Evacuation of Vulnerable Populations due to Hurricanes and Other Disasters." *GAO Reports* (2006): 1-17. http://www.gao.gov/new.items/d06790t.pdf.
2. Burton, Brian and Patrick Cronin. "Extreme Crises, Reassessing U.S. Preparedness after Japan." *Center for a New American Security*. March 2011. http://www.cnas.org/files/documents/publications/CNAS_ExtremeCrises_CroninBurton_policybrief_1.pdf
3. Canada, Ben. "Department of Homeland Security: State and Local Preparedness Issues."*Congressional Research Service*. 5 May 2003.
4. Moore, Linda. "The Emergency Alert System (EAS) and All-Hazard Warnings." *Congressional Research Service* Report #RL32527, December 14, 2010.

Day #5, 20 Apr 2012 – Additional Considerations during Disaster Response

Lectures:

- Marshall Law and Emergency Decrees – The Role of the Military in Supporting Civil Authority
- Continuity of Operations
- International Cooperation in Disaster Management and International Perspectives

Required Reading:

1. Brinkerhoff, John. "The Role of Federal Military Forces in Domestic Law Enforcement." Dec 2009. *Joint Center for Operational Analysis Journal*, http://usacac.army.mil/cac2/call/docs/10-16/ch_11.asp

2. Relyea, Harold C. "Martial Law and National Emergency." *Congressional Research Service* (2005). http://www.dtic.mil/dtic/tr/fulltext/u2/a446236.pdf.

3. Campbell, Donald J., and Kathleen M. Campbell. "Soldiers as Police Officers/ Police Officers as Soldiers: Role Evolution and Revolution in the United States." *Armed Forces and Society* 36.2 (2010): 327.

4. Peterson, Eric. "Congressional Continuity of Operations (COOP) – An Overview of Concepts and Challenges." Congressional Research Service (CRS), report # R31594, 2003.

Suggested Reading:

1. Elsea, Jennifer K. "The Use of Federal Troops for Disaster Assistance: Legal Issues." *CRS Report for Congress* (2006).

2. Elsea, Jennifer. "Posse Comitatus Act and Related Matters: A Sketch." *CRS Report for Congress* (2005).

3. Doyle, Charles, and Jennifer Elsea. "Terrorism: Some Legal Restrictions on Military Assistance to Domestic Authorities Following a Terrorist Attack." *Congressional Research Service* (2005).

4. Relyea, Harold C. "Terrorist Acts and National Emergency Acts Declaration," Congressional Research Service (CRS), report # RS21017, 2005.

5. "Preserving our Institutions: The Continuity of the Presidency." *Continuity of Government Commission* (2009). http://www.continuityofgovernment.org/SecondReport.pdf.

6. "Continuity of Congress: Where We Are Eight Years after 9/11." *Continuity of Government Commission* (2009). http://www.continuityofgovernment.org/congressional%20continuity%20minireport.pdf.

7. Relyea, Harold C. "Continuity of Government," Congressional Research Service (CRS), report # RS21089, 2005.

8. Lindsay, Bruce. "Considerations for a Catastrophic Declaration: Issues and Analysis." Congressional Research Service (CRS), report # R41884, 2011.

Day #6, 22 Apr 2012 – Introduction to U.S. Northern Command

Lectures:

- NORTHCOM Bi-Command Brief
- Interagency Overview
- Interagency Law Enforcement Panel
- Interagency Humanitarian Assistance Panel

Required Reading:

1. "The North American Aerospace Defense Command and United States Northern Command Theater Strategy." 18 Nov 2011.
2. Renuart, General Gene. "Coordinated Efforts of Border Security, How the Military Supports Homeland Security." *U.S. Air Force* (2010): 10-52.
3. Knight, William. "Homeland Security: Roles and Missions for U.S. Northern Command." Congressional Research Service (CRS), report #34342, June 2008.
4. Bowman, Steve and James Crowhurst. "Homeland Security: Evolving Roles and Missions for U.S. Northern Command." Congressional Research Service (CRS), report #21322, 2006.

Suggested Reading:

1. McGinnis, Gary L. *Revolutionizing Northern Command*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, March 19, 2010. 30pp. (AD-A520-027) http://handle.dtic.mil/100.2/ADA520027.

2. U.S. Government Accountability Office. *Homeland Defense: Steps Have Been Taken to Improve U.S. Northern Command's Coordination with States and the National Guard Bureau, but Gaps Remain; Report to Congressional Requesters*. Washington, DC: U.S. Government Accountability Office, April 2008. 52pp. http://www.gao.gov/new.items/d08252.pdf.

Day #7, 23 Apr 2012 – Examination of NORTHCOM Missions

Lectures:

- DSCA Golden Script
- USAID Joint Humanitarian Operations
- Countering Transnational Criminal Organizations

Required Reading:

1. Gove, David. "Arctic Melt: Reopening a Naval Frontier." *Proceedings: U.S. Naval Institute* 135, no. 2 (February 2009): 16-21.
2. Bowman, Steve. "Homeland Security: DOD Role." Congressional Research Service (CRS), report #31615, 2003.
3. Elias, Bart. "Homeland Security: Protecting Airspace in the Capital Region." Congressional Research Service (CRS), report #22234, 2005.

<u>Day #8, 24 Apr 2012 – International Coordination</u>

Lectures:

- International LNO Panel
- Ardent Sentry National Exercise 2012 and results of Ardent Sentry 2007

Required Reading:

1. Andrews, Anthony. "Nuclear Power Plants Vulnerable to Terrorist Attacks." Congressional Research Service (CRS), report #21131, 2007.
2. Feickert, Andrew. "Japan 2011 Earthquake: U.S. Department of Defense (DOD) Response." Congressional Research Service (CRS), report # R41690, 2011.

<u>Day #9, 25 Apr 2012 – Practical Application through Exercise and Scenario</u>

Required Reading: None.

Suggested Reading: None.

<u>Day #10, 26 Apr 2012 – Course Wrap-Up and Graduation</u>

Required Reading: None.

Suggested Reading: None.