



(U.S. Navy photo by MC2 Chablis J. Torrence)

## NPS Provost Honors Winter Graduates

By MC2 Shawn J. Stewart

NPS Provost Dr. Douglas A. Hensler delivered the keynote address at NPS' Winter Quarter Graduation Ceremony in King Auditorium, March 28. NPS honored 316 students from 23 nations earning 323 advanced graduate degrees.

Presiding over the ceremony was NPS President retired Vice Adm. Ronald A. Route, who welcomed graduates and their families while acknowledging the work of NPS faculty and staff. His remarks were followed by those of Hensler, who spoke of NPS as a "learning institution" and the value that it brings to the Navy and the nation.

"NPS is the very best graduate university in our field," said Hensler. "There is no one else that does what we do, and the value that we bring to our nation's defense and peacekeeping is immeasurable."

*"Weapons in support of a warfighting and peacekeeping machine are the physical infrastructure of the Navy. While NPS contributes to the development of that physical infrastructure; our domain is in the realm of intellectual capital."*

*– Dr. Douglas A. Hensler, NPS Provost*

Hensler offered numerous examples that demonstrate how NPS student- and faculty-led research have saved millions of dollars in areas ranging from alternative energy development to materials research and computer science, but he also focused on the less quantifiable aspects of an NPS education.

"Weapons in support of a warfighting and peacekeeping machine are the physical infrastructure of the Navy," said Hensler. "While NPS contributes to the development of that physical infrastructure; our domain is in the realm of intellectual capital."

Hensler encouraged the graduating class to employ their intellectual capital to the betterment of their respective nations and wished them success in their future careers.

"NPS is like a ship at sea," said Hensler, "We never shutdown the power plant, we weather storms and we stay the course ... We will be here in 5, 10, 20 or 30 years [and our door will always be open to you]. We wish you fair winds and following seas."



NAVAL POSTGRADUATE SCHOOL

UPDATE

NPS

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APRIL 2014

# Requirements Fair Seeks to Expand the Reach of NPS Studies Program

By Kenneth A. Stewart

Naval Postgraduate School students, faculty and staff recently came together to participate in a first-of-its-kind, research requirements fair at venues scattered across the NPS campus.

Students and faculty met with Navy and Marine Corps representatives from across the fleet who shared their respective research requirements in an effort to match Navy and Marine Corps research needs with NPS student researchers.

“The NPS Program Office has collected over 280 research topics and nearly 60 faculty members have forwarded intents to perform research in at least one of those topics,” said Associate Professor and NPS Studies Program Director retired Army Col. Andy Hernandez.

Research needs varied in scope, time frame, and diversity of topic, some of which were short-term projects ideal for students seeking to make a direct, near-term impact on their respective services.

“The fair is an essential element in the success of the NPS Studies Program as envisioned by the Secretary of the Navy... In our current environment, research must be requirements driven,” said Hernandez. “The fair serves as a forum for Navy and Marine Corps sponsors to directly communicate their research or analysis needs and to initiate critical dialogue between researchers and issue owners.

Marine Corps Maj. Ryan Barnes and Capt. Buck Bradley were two of the program’s earliest participants, and their work exemplifies the sort of short-term studies in emerging technologies that the program was designed to facilitate. They are working to create a hand-held application that the USMC Installation and Logistics Command hopes will simplify and facilitate the sending of mission critical reports under stressful conditions.

“I often tell people that this is something I wish I had,” said Barnes. “[When I was deployed] I had my cheat sheets in hand for doing everything from submitting IED reports to making medical evacu-

ation requests. Our application takes all of the remembering out of the question.”

“We went with CASEVAC [casualty evacuation reporting] because calling in a CASEVAC is going to be stressful and you need an accurate report to get a bird off the ground,” said Bradley.

NPS professor Gurminder Singh has been working with Barnes and Bradley on the project. He is a systems mobility expert and the former CEO of an early technology company that broke-ground in areas related to Barnes and Bradley’s work.



*Naval Postgraduate School professor Gurminder Singh has been working with U.S. Marine Corps Maj. Ryan Barnes, right, and Capt. Buck Bradley, left, on a NPS Studies Program designed to create a handheld application that the USMC Installation and Logistics Command hopes will simplify and facilitate the sending of mission critical reports under stressful conditions. (U.S. Navy photo by Javier Chagoya)*

“It’s a fairly simple concept, but it didn’t get simple without giving serious thought to the problem,” Singh continued.

“Support for mobility in austere environments is critically important to our military. When you are separated from your support infrastructure and lack resources, but need to stay in touch with your team members, you have to find new ways of exploiting hand-held technology,” said Singh.

Logistics Operations Analysis Division Director, U.S. Marine Corps Lt. Col. Dan Reber with the USMC Installation and Logistics Command, is sponsoring the project.

“Coming out to NPS and receiving a demonstration really showed me the utility of the applications,” said Reber. “When a Lance Cpl. with very little training needs to send a 9-line [medical evacuation request] under very stressful conditions, he needs to be able to do it accurately.

“Having seen the potential of the application, we are going to continue to pursue the project,” continued Reber. “Professor Singh is now helping us to pursue encryption and security solutions for the application.”

In an apparent vote of confidence, The Humanitarian: Science, Systems and Global Impact 2014 conference recently accepted an academic paper based on the application that was authored by Barnes and Bradley.

# NPS Professor Grapples with Innovation Judo

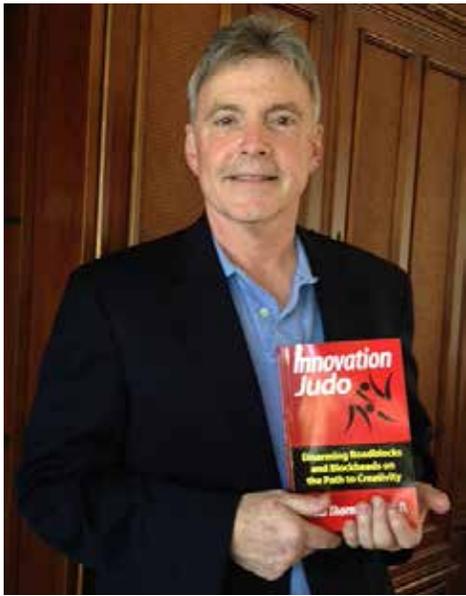
By MCSN Michael Ehrlich

“How do we find a way to organize our efforts, so that we can get a wounded soldier to a field hospital one minute faster?”

Dr. Neal Thornberry is the program manager and Faculty Director of the Leading Innovation course in NPS’ Center for Executive Education. In a sea of uncertainty and perhaps cynicism, Thornberry trains top military officials how to think and approach problem solving, like the one he posed above, from an innovative perspective.

Thornberry recently published his second book, “Innovation Judo: Disarming Roadblocks and Blockheads on the Path to Creativity.” In it he presents strategies for creating positive change along with several examples of individuals who found a way to work within the constraints of heavily bureaucratic environments and to garner some big innovative wins in the process.

Finding an opening, counter-balancing, and maintaining leverage are all techniques in judo as a martial art. In Innovation Judo, Thornberry uses the methods of this fighting style as a means to create an opportunity in work to achieve mission accomplishment.



Dr. Neal Thornberry, program manager and Faculty Director of the Leading Innovation course in NPS’ Center for Executive Education poses with his most recent publication “Innovation Judo: Disarming Roadblocks and Blockheads on the Path to Creativity.” Thornberry has worked at NPS for several years, training high-ranking military officials with innovative strategies to problem solving. (Photo courtesy of Dr. Neal Thornberry)

“In large organizations that have a conservative methodology, it is difficult to execute innovative ideas when they occur.” Thornberry said. “Innovators often have to resort to innovation judo skills when logic doesn’t work but they must do it in a right minded way. These principles only work when the innovation is for the greater good and no harm is done to the organization legally, ethically, or morally.

Thornberry has been developing the Leading Innovation course over the past three years for NPS, while continually adapting the program to the most current advances in technology and global politics.

“Leaders come and go, but cultures are much slower to change,” said Thornberry. “Because culture change is so difficult and takes so long, don’t just think about changing the culture, think about counter balancing it. You can’t rid an organization of all its bureaucracy, but you can create a landscape that is conducive to innovation.”

Thornberry also discusses the gains to be had in business. The entrepreneurial mind can look at innovation as a means to find opportunity for creating greater effectiveness, increased efficiency, saving money, or even saving lives.

“Innovation and entrepreneurial thinking, one without the other is fun but folly . . . Together the two find innovative solutions to problems that can save time, money and even lives,” Thornberry said.

Thornberry featured the work of retired Navy SEAL Walt Pullar III as an example of effective innovation judo. Pullar worked to develop a helmet that would provide greater ballistic protection to operators in the field. Through extensive testing, the prototype was proven to be significantly better with the exception of a few statistical outliers.

The testing office would not clear the prototype until it was developed completely, while Pullar believed that “it wasn’t perfect but it was good enough.” These helmets could potentially save lives while the red tape was slowing the project down.

Through heated debate and discussion, Pullar found an opening. He discovered that there was no limit to the number of prototypes that can be built. Thousands of prototypes later, the helmets are in the field saving lives.

## FACULTY news & notes



In a national ranking of more than 1,300 graduate schools, U.S. News and World Report (USNWR) ranked NPS’ Systems Engineering Program 20th, GSBPP’s public administration program 46th, and NPS’ computer science program 70th.

USNWR uses several factors, which are standardized and weighted to create a scoring system, to rank each school. Some of the factors that contribute towards ranking include: graduate salary upon graduation; LSAT, GMAT, MCAT or GRE admission test scores; and surveys from subject matter experts.

NPS Department of Information Sciences Associate Professor **Alexander Bordetsky** was recently awarded a prestigious Fulbright Senior Scholar award, which he will use in conjunction with faculty at the Technion, Israel Institute of Technology, to explore complex, satellite-based, information architectures and networks.

Bordetsky hopes to be able to create a virtual/physical lab to collaborate over vast geographic spaces without the limitations imposed by more traditional laboratories and field sites. He likens the proposed concept to a “lab-based social network.”

## THIS MONTH ON INSIDE NPS

- VIP Interview with Assistant Deputy Chief of Naval Operations for Manpower, Personnel, Training and Education Scott W. Lutterloh
- Highlight of Joint Interagency Field Experimentation (JIFX) featuring an interview with Operations Manager Gerald Scott and Mark Kyllingstad with Tactical Electronics
- Monterey County Science and Engineering Fair Highlights with NPS Professor Roberto Cristi
- NPS Student Showcase of Canadian Army Maj. Max Champagne

“INSIDE NPS” AIRS WEEKLY ON THE PENTAGON CHANNEL



NPS Assistant Professor Sean Everton, center, discusses social network analysis, one of several tools offered to Moroccan Border Security professionals in a joint U.S. State Department/NPS-led effort to showcase effective counter-extremism techniques. (U.S. Navy Photo by Kenneth A. Stewart)

## NPS, Moroccan Border Security Officers Partner to Explore State Responses to Extremism

By Kenneth A. Stewart

U.S. Ambassador Frank Urbancic, a regional attaché with the State Department's Non-Proliferation Office, recently traveled with a contingent of Moroccan border security professionals to the Naval Postgraduate School for a two-week seminar dedicated to, amongst other things, state responses to extremism and religiously motivated violence.

"This is the first time that the State Department's non-proliferation office has brought a group of Moroccan border security officials to NPS; our expectations have been exceeded and the instruction has been excellent," said Urbancic.

The seminar was part of a land-based border security course led by NPS Assistant Professor Heather Gregg. Gregg, the author of, "The Path to Salvation: Religious Violence from the Crusades to Jihad," is no stranger to questions of faith and violence.

"I became interested in religiously motivated violence after studying the civil war in Bosnia and working for a NGO in Croatia during the tail end of the conflict," said Gregg.

"My research focuses on understanding the conditions under which religious groups feel they need to use violence to defend their faith," continued Gregg. "I am also very interested in understanding how to fight these groups in a way that does not validate

their defensive or apocalyptic claims."

While the course's broader objectives were to help North Africans think about the various types of traditional and non-traditional threats to border security, of which extremism is but a single issue, significant attention was given to understanding and revealing extremist networks and state responses to their activities.

"We can agree that the goal of the state is to undermine the extremist message, it's an easy goal to agree to, but it is very difficult to implement," said Gregg.

"Most states immediately resort to suppression strategies, but they are hard to conduct successfully," continued Gregg. "Attacks serve to confirm the message of the group."

Moroccan Police Superintendent 2nd Grade Khalil Driouich agreed. "Attacks strengthen the perception that the state is the aggressor — we cannot change an ideology through force," said Driouich.

According to Gregg, an appropriate response should combine a series of initiatives that address security, the underlying causes of extremism, social engagement and state provided spaces where ideas can be fought with ideas.

## Naval War College Monterey Graduates 58th Class

The 58th graduating class of the Naval War College (NWC) Monterey earned their Joint Professional Military Education (JPME) Phase I Certification, March 20.

NPS President retired Vice Adm. Ronald A. Route and NWC Monterey Chairman Professor Fred Drake presided over a ceremony honoring the 81 U.S. Navy, Army, Air Force and Marine Corps students as they received



their NWC Command and Staff diplomas. The NWC Monterey program, in partnership with NPS, has graduated over 3,500 students seeking certification since the program's inception in 1999.

JPME certifications were established as a requirement for all aspiring joint staff officers, and were created to fulfill the need for effective cooperation between all branches of the U.S. military.

# Monterey Academy of Oceanographic Science Students Explore NPS Labs

By MCSN Michael Ehrlich

NPS hosted a group of high school students from the Monterey Academy of Oceanographic Science (MAOS) for an afternoon of activities and demonstrations to encourage pursuit of careers in Science, Technology, Engineering and Mathematics (STEM). NPS annually works with MAOS to give public high school students an opportunity to learn in state-of-the-art laboratories from world-class instructors.

“Encouraging high school students to pursue careers in STEM is extremely important, and it was a pleasure to work with these students,” said Lt. Cmdr. Thor Martinson, a military lecturer with the electrical and computer engineering and applied math departments.



*A group of high school students from the Monterey Academy of Oceanographic Science tours NPS labs and facilities as an introduction to possible careers in science. (U.S. Navy Photo by MCSN Michael Ehrlich)*

“The NPS-MAOS day is a great opportunity for us to give back to the local community and showcase NPS and the Navy. I am thankful to all of the faculty and staff who supported the event and look forward to doing this again next year.”

MAOS helps students achieve success through an interdisciplinary approach to science and technology. The academy helps connect students with oceanographic experts to perform hands-on science labs, field studies and internships with a distinct focus on real-world issues.

“What we hope the students take away from it is an appreciation of real-world science and an understanding that there is much more that awaits them should they go into a science related career,” said Ronald Woods, MAOS concept design team teacher.

Drs. Andres Larraza and Bruce Denardo of the NPS Department of Physics conducted an acoustics demonstration. James Calusdian of the NPS Department of Electrical and Computer Engineering demonstrated robotics technology. And Vicki Taber, a natural resource specialist at Naval Support Activity Monterey, directed an environmental science and water ecology activity.

## Students, Faculty Debate Robo Ethics

By Javier Chagoya

A diverse panel of leading thinkers in the field of ethics and robotic systems, led by NPS Department of Defense Analysis Assistant Professor Dr. Bradley Strawser participated in Robo Ethics 2014 in San Diego, Calif., March 24.

NPS students, along with students and faculty from the Naval Academy and personnel from the Naval Surface Warfare Center in Panama City, Fla. participated in the debate via live video-conference (VTC).

“The diversity of backgrounds, experiences and disciplines on the panel was great ... Having that breadth of insight across channels was an excellent way to convey the many difficulties and ethical conundrums a future commander will face with this newly-emerging technology,” said Strawser.

Panelists were asked to envision a futuris-

tic scenario where an escalating series of events leads to war. Newly-appointed Senior Advisor for Military Professionalism Rear Adm. Peg Klein participated via VTC from Washington, D.C. Klein was asked to weigh the need to deploy unmanned and manned systems during the notional crisis, while audience members also weighed in and contributed questions and insights into the scenario.

Strawser, who has written extensively on the ethical implications of unmanned systems, discussed the continued need to debate morality in relation to robotic systems.

“The future of robotics technology and unmanned systems complicates the moral decisions future commanders will have to make on several orders of magnitude. Asking these tough question today, will help prepare our future leaders tomorrow,” said Strawser.

## CAMPUS news & notes

Graduate School of Business and Public Policy (GSBPP) Associate Professor Deborah Gibbons recently welcomed the first five NPS students to be command sponsored for the two-year Executive Master in Business Administration (EMBA) program. The “Mechanicsburg 5” as they have come to be known on campus, traveled to NPS for a week-long program orientation. The five have now returned to their jobs at NAVSUP, and are preparing to start the program, April 1. Their academic journey will end when they graduate in March of 2016.

Manpower, Personnel, Training and Education (MPT&E) Thesis Day presenters recently presented their research to senior Navy personnel, including Chief of Naval Personnel Vice Adm. William Moran, who participated in the event via video teleconference. Traditionally, students completing the manpower systems analysis (MSA) program focus on the analytical examination of military recruiting, training and scholastic matters.

Former NPS Student Eric Priest recently met with Phil Jones, the recipient of the bone marrow that Priest donated through the C.W. Bill Young DOD Marrow Donor Program.

Priest was studying mechanical engineering at NPS when he learned that he and Young were a match. Nearly a year after the procedure that transferred Jones’ bone marrow to Priest, both men signed consent forms to release their information to each other. Eventually letters were exchanged leading to a meeting between the two families at Young’s home.

*Have a story to share? Public Affairs is constantly seeking interesting news and stories for Update NPS. Send your tips to [pa@nps.edu](mailto:pa@nps.edu).*

# Former NPS President Takes Helm at U.S. Fleet Cyber Command

Vice Adm. Jan E. Tighe relieved Adm. Michael S. Rogers as commander in a ceremony held at fleet headquarters. With this appointment, Tighe becomes the third commander of FCC/C10F and the first female commander of a numbered fleet in U.S. Navy history.

“It is an honor to take command of this outstanding warfighting organization and to be able to continue working with the tremendous team of uniformed and civilian professionals,” said Tighe.

Tighe has served as deputy commander of FCC/C10F since November 2013. Rogers takes the reins as commander, U.S. Cyber Command and director, National Security.



*Vice Adm. Jan E. Tighe smiles as she assumes command of U.S. Fleet Cyber Command and U.S. 10th Fleet during a ceremony conducted at fleet headquarters, April 2. Tighe relieved Adm. Michael S. Rogers, who takes over as commander of U.S. Cyber Command and director of the National Security Agency and chief of the Central Security Service. Tighe is the third commander of U.S. Fleet Cyber Command and U.S. 10th Fleet and the first female commander of a numbered fleet in U.S. Navy history. (U.S. Navy photo by MC2 David R. Finley Jr.)*

Tighe was promoted at the National Cryptologic Museum by Gen. Keith B. Alexander who retired March 28 from his position as commander of U.S. Cyber Command and director, National Security Agency/Chief, Central Security Service.

“I think the greatest honor and privilege I’ve had is to work with great people,” Alexander said, “and Jan Tighe, you are one of the best people that our military has across all of the services.”

“You are exceptional in every category and you will do great with Tenth Fleet, which I believe is just a stepping stone for future things for you,” Alexander went on to say.

As a Flag Officer, Tighe has served as U.S. Cyber Command Deputy J3; OPNAV N2N6 Director, Decision Superiority; Naval Postgraduate School Interim President; and Deputy Commander, FCC/C10F.

Tighe is a graduate of the U.S. Naval Academy and was commissioned as an ensign (special duty cryptology) in 1984. She attended the Defense Language Institute in Monterey, Calif., where she studied Russian. She also attended the Naval Postgraduate School, Monterey, Calif., and in 2001 was awarded a Ph.D. in Electrical Engineering and a M.S. in Applied Mathematics.

U.S. Fleet Cyber Command serves as the Navy component command to U.S. Strategic Command and U.S. Cyber Command, and the Navy’s Service Cryptologic Component commander under the National Security Agency/Central Security Service. Fleet Cyber Command also reports directly to the Chief of Naval Operations as an Echelon II command.

U.S. 10th Fleet is the operational arm of Fleet Cyber Command and executes its mission through a task force structure similar to other warfare commanders.

## Focus On ... Rumi Escobido

A Monthly Look at Names and Faces on Campus

NPS Academic Planning Administrative Officer Rumi Escobido was recently awarded her 40-year pin during a ceremony held in her honor at Herrmann Hall. The pin was presented in honor of Escobido’s four decades of government service.

“I think NPS is a very nice place to work. The atmosphere is beautiful and the people are great,” said Escobido.

Escobido began her government career working at the Dudley

Knox Library in 1978. In 1989 she applied for a job in the Academic Planning Department where she was hired as a Resource Management Assistant and she now supervises a staff of four.

Escobido has deep ties to Monterey and Santa Cruz Counties. Her family is of Japanese ancestry, and endured the trials of internment during WWII when Japanese Americans were held in local internment camps until after the conclusion of the war.

“My family has lived in the Watsonville and Monterey area for three generations,” said Escobido. “I graduated from Seaside High School and later Heald Business College where I studied secretarial and administrative skills.”

Escobido loves her job and the people she works with. She is known for, amongst other things, her penchant for sharing food and for cooking up exotic, gastronomic masterpieces for all to enjoy.



*NPS Academic Planning Administrative Officer Rumi Escobido is awarded her 40-year pin during a ceremony at Herrmann Hall in honor of her decades of federal service. (U.S. Navy photo by Javier Chagoya)*

# Any Day at NPS ...



Graduating students from the latest Lean Six Sigma (LSS) course stand for a class photo in the Graduate School of Business and Public Policy conference room during a graduation and certificate presentation ceremony, March 20. A total of 14 NPS staff earned LSS certification and certificate presentation this past quarter. (U.S. Navy Photo by Javier Chagoya)

NPS Deputy Dean of Students Cmdr. Alex Mabini, left, pins the oak leaf device to the collar of operations analysis student Lt. Cmdr. Maxine Gardner during a promotion ceremony, March 3. Gardner and Mabini were former shipmates prior to their current tours at NPS. (U.S. Navy Photo by MC2 Shawn Stewart)



Blue Jacket Sailor of the Year YN3 Brianna Ruis, left, Senior Sailor of the Year IT1 Lance Bloodworth, center, and Junior Sailor of the Year, CS2 Jeremy Myers, right, pose with their Navy Achievement Medals outside Herrmann Hall, March 7. (U.S. Navy Photo by Javier Chagoya)

Wounded Warrior and former Marine Combat Engineer retired Lance Cpl. Robert Jones is joined by the NPS Cycling Club as he passes an assembly of NPS students, civilian supporters and media, March 31. Jones' ride across America dubbed "Rob Jones' Journey" is an effort to secure over \$1 million in support of the Coalition to Salute America's Heroes, The Semper Fi Fund, and Ride 2 Recovery charities. (U.S. Navy photo by MC2 Shawn Stewart)



Manpower, Personnel, Training and Education (MPT&E) Thesis Day presenters, above, pose for a group photo outside Ingersoll Hall, March 18. MPT&E Thesis Day gives NPS students a platform to present their research to senior Navy personnel, including Chief of Naval Personnel Vice Adm. William Moran, who participated in the event via video teleconference. (U.S. Navy photo by Javier Chagoya)

## STUDENT voice

By Lt. Adam Farber,  
Vice Chairmen  
President's Student Council

By presidential proclamation the month of April has been set aside as National Sexual Assault Awareness and Prevention Month. April is an ideal time for us to renew our combined stand against the heinous crime that is sexual assault.

The Navy has taken a series of aggressive steps, in conjunctions with its civilian leaders, to stop assaults before they happen, to assist victims and to prosecute those who betray their services by preying upon their fellow servicemembers. Please take a moment to consider what you can do to eradicate this problem from amongst our ranks and to change the cultural perception of sexual assault and its victims.

On another note, we continue to work to make Tuesdays "Warrior Days" so that our warfighters can show-off their respective battle-dress uniforms and to encourage esprit de corps amongst our sister services and allied and partnered nations.

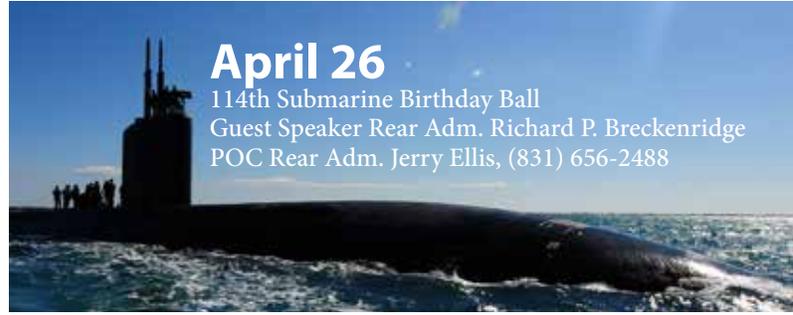
We are also looking forward to interpreting the results of the Student Opinion Form that many of you recently completed. We will be taking your comments and concerns directly to the president and provost and we look forward to serving as your advocates and working to improve student life and academics here at NPS.

Finally, tickets are currently on sale for the Battle of Midway Dinner, more information is available at the student check-in page or through your student council representative. This should be a great time to enjoy good food, custom and camaraderie. This year's commemoration is a dining-out. Former Student Council Chairmen Brian Harrington will be serving as Mr. Vice, a good time is guaranteed to all that attend

# On Campus this Month

## April 4

Guest Lecter Adm. Harry Harris, USN  
Commander, U.S. Pacific Fleet  
POC Lt. Jon Volkle, (831) 656-2466



## April 26

114th Submarine Birthday Ball  
Guest Speaker Rear Adm. Richard P. Breckenridge  
POC Rear Adm. Jerry Ellis, (831) 656-2488



## April 8

CRUSER's Third Annual Technical Continuum  
POC Lyla Englehorn, (831) 656-2615



## May 3

International Day  
Celebration  
NPS Academic Quad  
POC Kim Anderson,  
(831) 656-2186



## April 22

Earth Day



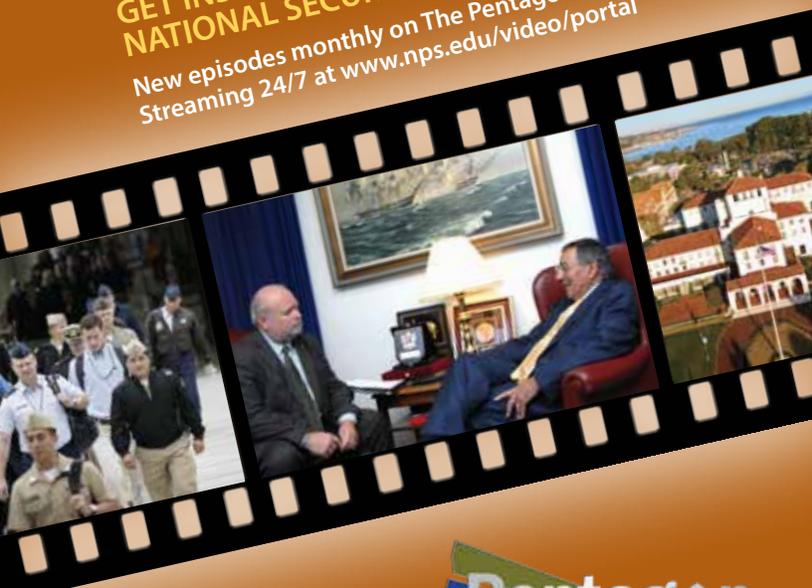
## May 3

Military Appreciation Day at Laguna Seca Raceway  
POC Public Affairs Office, (831) 656-3985

# Inside NPS

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# Historical Highlights

Ten years ago, the Dudley Knox Library received funding for and launched a specialized digital library in support of NPS's new Center for Homeland Defense and Security (CHDS).

Today, the Homeland Security Digital Library (HSDL) includes over 131,000 items drawn from federal, state, tribal and local government agencies as well as professional organizations, think tanks, academic institutions and international governing bodies. The open source HSDL web site ([www.hSDL.org](http://www.hSDL.org)) notes that resources are carefully selected and evaluated by a team of librarians and subject-matter specialists. The digital library includes a restricted section with nearly 10,000 reports and summaries from law enforcement agencies, fusion centers and threat analysis centers.

The HSDL is now sponsored and managed by CHDS and the U.S. Department of Homeland Security's National Preparedness Directorate in the Federal Emergency Management Agency.



*Historical Highlights are provided by the Dudley Knox Library.*