

International Society for Preparedness, Resilience, and Security

Strategic Plan

(WORKING DRAFT)

Summer 2013

International Society for Preparedness, Resilience, and Security

Value Proposition

The International Society for Preparedness, Resilience and Security (INSPRS) provides a global forum that advances the education and practice of disciplines engaged in homeland security, civil security, and public safety by conducting research, developing and disseminating best practices, networking academics, policy makers and practitioners, and by supporting accreditation to enhance legitimacy and ensure the highest quality education.

Vision Statement

The International Society for Preparedness, Resilience and Security will be the leading global resource that integrates education, theory, analysis, and practice to promote the protection of democratic liberties, civil security, public safety, and overall societal resilience.

Mission Statement

INSPRS will facilitate collaboration between academics, policy makers, practitioners, and organizations that contribute to the homeland security, civil security, and public safety enterprise. INSPRS supports its members through:

- ✓ Identifying and supporting best practices and innovation, trans-disciplinary research, policy development and analysis;
- ✓ Advancing the inherent integrative nature of the various related homeland security disciplines by promoting coordination, communication, cooperation, and networking (“C3N”) throughout the larger homeland security enterprise;
- ✓ Fostering the well-being of its members by sponsoring meetings, conferences and other professional outreach and exchanges including the dissemination of peer reviewed research and other scholarly contributions to the body of knowledge;
- ✓ Supporting development of future professionals through mentoring, grants, internships, and advocacy;
- ✓ Promoting the advancement of educational systems and structures including professional development, credentialing, and accreditation;
- ✓ Promoting and distributing the scholarship of teaching and learning.

Core Values

INSPRS believes in maintaining, cultivating, and practicing the highest professional and ethical standards. Our core values include:

- **Accountability:** INSPRS will be responsible for achieving its mission, managing its finances, and for providing the highest level of quality in the services it provides to its members;
- **Authenticity:** INSPRS will vigorously pursue professionalism, honesty, integrity, and transparency;
- **Integration:** INSPRS believes collaboration within and across all disciplines related to its mission is essential to a comprehensive understanding of preparedness, resilience, and security;
- **Respect and Service:** INSPRS values the specific skills and knowledge each member brings to the profession and will actively seek those positive contributions from its members.

Executive Summary

Introduction

International Society for Preparedness, Resilience, and Security (INSPRS) is the leading forum for the integration of preparedness, resiliency, and security initiatives. Not only does INSPRS offer access to an array of associated institutions and agencies, but also offers many opportunities to support the preparation, protection, mitigation, response, and recovery efforts of the global community.

The Need

Never before in history has the need for efficient and effectively coordinated public preparedness, resiliency, and security been so pervasive or immediate. Responding to this leadership initiative, the INPRS works to connect existing institutions, agencies, programs, and future efforts to create an integration of comprehensive public safety initiatives.

The mission of INSPRS is to support safety and security efforts. To serve the greatest number of constituents and efficiently derive the greatest benefit to the global community, INSPRS must research, collect, and develop current state-of-the-art programs and initiatives. Collaboration allows us to work with other dimensions of a broader public sector framework to plan for, create and implement local, regional, national, and global public safety and security analysis, policy, educational, and training programs. These programs prepare people for a broad range of responsibilities, including leadership, in public administration, emergency services, public safety, and/or emergency management and homeland security disciplines.

The Response

INSPRS focuses on preparedness, mitigation, emergency management, security, resiliency, and other related public sector education and training initiatives. It also fills a much-needed niche in higher education. INSPRS will collaborate with associated individuals, institutions of higher education, private sector interests, as well as local, regional, national and international government agencies within the homeland security and civil security enterprise to reach all identified target audiences.

INSPRS blends the time-tested strengths of existing initiatives and programs into a single entity that promotes scholarly research and enhances education and training across areas sharing a common theme of local, regional, national, and global safety and security. The preparation of individuals who are directly responsible for public services, safety, and security at local, regional, national, and international levels spans diverse disciplines, such as: public policy, public administration, fire, emergency medical services, law enforcement, emergency management, homeland and civil security, defense, and public health in both the public and private sectors. The mission of INSPRS allows concentration of efforts within three platforms. These platforms are Personnel (Leadership and Staff) Development, Academic Development, and Research and Specialized Program Development. These platforms, working within one unit now formalizes and enriches communication, enhances research within current programs, generates an environment conducive to the pursuit of external funding support, and supports development of new programs of study at the associate's, undergraduate and graduate levels.

The following list represents the areas of focus for the INSPRS in the next five to ten years:

1. Conduct research that advances the body of knowledge in disciplines that emphasize preparedness, resilience, and security by:
 - a. Assisting in the development of a national research agenda.
 - b. Promoting integrative policy development and analysis.

2. Advance the academic communities of our constituents through the following platforms of emphasis:
 - a. Platform for Personnel (Leadership and Staff) Development.
 - b. Platform for Academic Development including education standards and accreditation structures.
 - c. Platform for Scholarly Research and Specialized Program Development.
 - d. Provide information on and access to high quality degree and certificate offerings to meet the needs of the communities and constituencies we serve.
3. Meet the needs of our constituents in the non-academic community including private and public sector organizations, NGOs, homeland and civil security professionals, public safety and emergency services professionals, traditional and non-traditional degree/career seeking students.
4. Develop and sustain effective marketing strategies.
5. Develop and sustain outreach programs.
6. Seek sustainable funding and revenue streams through grants, donations, and other revenue-generating activities such as product development, consulting, and conferences.

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1 - The Society

1.1.1 Genesis of the Society

The International Society for Preparedness, Resilience, and Security (INSPRS) is rooted in the emergent academic disciplines of preparedness, response and disaster management, resilience studies and homeland security. Recognizing the need for an integration of several related, yet disconnected disciplines or functions, a small group of higher education scholars and industry experts met in Harrisburg, PA in May, 2013. Their purpose was to discuss the importance of developing a professional organization, with which to facilitate the integration of efforts in these disciplines and create a repository for and portal of information for interested individuals, institutions, and/or agencies—public or private. INSPRS is an essential organization for the integration of policy analysis, scholarship, curricula and research to practice among the disciplines that focus on resilience, homeland (aka civil) security as well as deeply related disciplines such as those that concentrate on critical infrastructure protection, environmental security, diplomacy studies, national security studies, etc. Since there is no accrediting body for programs in this growing area of study and function, it seemed like an opportune time to create an organization, which can gather, integrate and set professional standards for this emerging academic discipline so that at some point, program-level accreditation is possible.

1.2 Sustainability

With a history of academic programs, a dynamic and growing need for programs in preparedness, resiliency and security, INSPRS is positioned for a long and effective lifetime of service. By strengthening our position in the national public emergency services and security arena, we can increase our opportunities for funding and have a positive impact in the standard of living for the local, regional, national, and global communities. No foreseeable decreases in opportunities are expected. We are currently exploring avenues of increasing our revenue/funding through targeted advancement activities.

1.3 Physical Facilities

One area of concern that may affect the INSPRS is the lack of an integrated and centralized space for the administration of its programs. In the near term, this is not likely to be a problem. However since the Society intends on growing, as it does, it will need a management team who'll need to be housed someplace and somehow. Currently, the physical location of this organization will be on the Penn State Harrisburg campus, located in Middletown PA. As the organization continues to grow in size and reach, the need for finding a permanent physical location for staff and administration will become necessary. INSPRS' Officers and Board of Directors will be looking for a more permanent home as the need and associated resources increase.

1.4 Working Groups and Strategic Planning

The work of INSPRS leans almost completely on the shoulders of its volunteers and its elected officers. This means that there are many opportunities to serve and to get involved. At the moment, there are three distinct working groups; each of which is expected to mature, and evolve and expand their purview over the next few years. The current profile of working groups was developed at the Harrisburg meeting to concentrate on the most important tasks facing a new organization, namely:

1. Governance, Bylaws, Business Plan – to create said documents, file articles of incorporation, develop standard operating guidelines, facilitate election of officers and board members, etc.

2. Activities and Education Standards – to establish the activities that will compel membership and empower members and to champion development of education standards and program-level academic accreditation, etc.
3. Membership and Outreach – to establish who can join INSPRS, how they join, fee structures, revenue streams such as grants, conferences, product development, support for the student honor society and for student sections, management of the relationship with discipline journals, etc.
 - a) INSPRS members have access to two peer-reviewed discipline journals with which INSPRS is affiliated: the Journal of Homeland Security Education (JHSE; www.journalhse.org) and the Journal of Homeland Security and Emergency Management (JHSEM; www.degruyter.com/jhsem).
 - b) Further, a professional management information system will be developed to facilitate the flow of information and the latest research to all interested parties. This information will be delivered through Internet portals, electronic and print media and through the use of professional journals affiliated with INSPRS.

In addition to these efforts, INSPRS will maintain a standing strategic planning subcommittee selected by and reporting to its Board of Directors.

2 - Market Characteristics

2.1 Strong Role for Preparedness, Resilience, and Security Education and Scholarship

The Homeland Security and Emergency Management arenas have historically been the most important functions of local, state, and national governments. With the events of September 11, 2001, increased attention and focus on prevention of, preparedness for, response to, mitigation of, and recovery from human-caused or natural disasters has grown exponentially. Many new agencies and businesses have been created to fill these identified needs. However, education and training programs have lagged; programs need to be researched and created with the depth and completeness to have long-lasting effects in meeting the needs of these rapidly growing arenas. Institutions of higher education must take the lead in this targeted research and curriculum development. Therefore, an exciting opportunity exists to fulfill this need for educated public servants, emergency first responders, and private industry employees. INSPRS is now operational and positioned to be the leader in this area.

2.2 S.W.O.T. Analysis

The strengths, weaknesses, opportunities and threats (SWOT) the INSPRS faces are interesting and informative. The following list identifies each category addressed throughout the rest of this report. The SWOT analysis is as follows:

Strengths

- INSPRS is completely unique in its integration of membership services, theory development, policy analysis, educational standards, and other research across the homeland security, civil security, emergency services, resilience, preparedness, and public safety -related disciplines.
- INSPRS draws on a diverse group of individuals, institutions, agencies, and disciplines to our organization.
 - INSPRS features a diverse group of academic and industry experts with real-world experience in various fields **and** academic qualifications, program development experience and copious scholarship.
- There are a large number of students with majors in our disciplines.
- INSPRS has an established and growing network in the private, and public sectors as well as in academia.
 - INSPRS members also belong to other related professional and academic organizations that increase collaboration and networking and facilitate the integrative nature of our disciplines.
- Our programs incorporate extant knowledge and programs and facilitate innovation and new knowledge.
- INSPRS offers diverse delivery systems for education and training , including traditional face-to-face, distance education, and hybrid models.
- Members have backgrounds in the disciplines that lend validity to our organization.
- INSPRS has gained momentum with marketing our programs and constituent interest.
- INSPRS members have built and successfully implement a variety of academic programs.
- INSPRS members are capable of immediately conducting and delivering value-added research.

- INSPRS members have access to two peer-reviewed discipline journals with which INSPRS is affiliated: the Journal of Homeland Security Education (JHSE; www.journalhse.org) and the Journal of Homeland Security and Emergency Management (JHSEM; www.degruyter.com/jhsem). These journals support and endorse the vision and mission of INSPRS.
- INSPRS student-members have the opportunity to join an already established homeland security honor society (The Order of the Sword and Shield/Omicron Sigma Sigma Security Honor Society) (<http://securityhonorsociety.org/>)
- INSPRS disciplines and programs are conducive to empirical and applied research.
- INSPRS members are able to assist in the identification of internship opportunities to our students.
- INSPRS seeks an array of potential funding sources.
- The homeland security and emergency services disciplines elicit high job placement for graduates.

Weaknesses

- Bureaucracy
 - For example, while job opportunities for students may be plentiful, they face the daunting challenge of battling federal or state personnel hiring systems
- Lack of immediate funding for start-up capital
- No targeted grant writer
- Comprehension of relevancy
 - Not enough public support
 - Community perceptions of our programs lack depth and understanding (need better marketing/promotion of programs).
- Ill-defined definition of what the disciplines entail
- Physical location
 - Need to be centrally located and consolidated to one location and more visibility/accessibility
- Not enough student exposure to programs
- Lack administrative/support staff and office space
- Lack of student research and research projects
- Lack of extant research and literature (as compared with other older disciplines).

Opportunities

- Job opportunities for students in more than traditionally sought after positions
- Collaborative and alternative scholarly activity
 - Applied research
 - Action research
 - Empirical research
- Create an accreditation standard and/or accrediting body
- Expanded role for INSPRS
- Conferences, symposia, etc.
- INSPRS presents a niche to distinguish itself from other professional organizations.
- Center for Policy (think tank)

- Inter-discipline classes
- Community service learning
- Joint projects and/or co-research with other departments/schools/institutions/agencies

Threats

- Limited initial budget
- Competition from existing academic/professional discipline associations
- Public misconception
 - What homeland security and civil security entails
 - What it means to be prepared and how this ties to US Homeland Security
- Lack of understanding of programs and discipline requirements
- Turf issues with extant associations
- Keeping pace and integration of pertinent changes in government mandates or policy
- Time limitations for the officers and members
- Lack of focus, too broad scope of interest
- Other institutions/programs that may have a head-start advantage

2.3 Membership Categories

2.3.1 Professional and Academic Individual Members

2.3.2 Nonacademic Individual, Private Sector or Academic Institutional Member, and NGOs

2.3.3 Public Sector Organizations

2.3.4 International Members

2.3.5 Students. There are three student/constituent categories of interest to INSPRS.

2.3.6 Honorary Members

Category 1: These are the local, state, national, and international public services personnel. The people functioning in these vital areas have a tremendous need for credible, reliable, and high quality education and training. With the dynamic and changing needs of this important arena, innovation, creativity, and timely delivery of programs are expected.

Category 2: This category includes the student seeking a degree in higher education. With the increased development of jobs in related industries and governmental agencies, students wishing for a career in public services, homeland security or emergency management disciplines need quality and accredited educational opportunities. Their expectation is to gain the needed knowledge, skills, and abilities to secure meaningful employment in their chosen field.

Category 3: This category is defined as the employees of private industry or business. Most employees expect their employer to provide professional development opportunities and a certain level of security. Since terrorist attacks seem focused on the disruption of economic well-being and public morale, the needs for awareness and some initial-response education for the private sector are apparent.

Our initial research shows a lack of coordinated and credible curriculum in some of the identified areas and specifically within homeland security and emergency management. Since INSPRS is designed to integrate these disciplines we are prepared to provide and/or facilitate these much needed programs.

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3 - Market Analysis

3.1 Market Analysis Methodology

INSPRS's market analysis is based primarily on the needs identified by participation on committees and councils of higher education and local, state, and national agencies charged with preparedness, security, response, needs analysis, and risk identification/management functions.

3.2 Needs Facing the Current and Future Academics, Students and Preparedness and Security Professionals

Although the prominence of resilience, counter-terrorism, and disaster response awareness has increased in recent times, it is not been enough to ensure a safe and high-quality standard of living. New policy, scholarship, integrative thinking and strategies are needed. At the moment, there is no functional professional organization that is focused on and responsive to the needs of the academic community dedicated to integration of the preparedness, resilience and security disciplines. From a policy development, analysis, research, professional development, and educational perspective, INSPRS represents a holistic and comprehensive response to the needs of these communities.

3.2.1 Need to Close the Gap

There is very poor communication between policy makers, practitioners, academics, and the private sector. This greatly inhibits translational research, development of appropriate educational standards, student and faculty development. In addition, comprehensive needs assessment for planners and responders of homeland security and emergency management activities is disjointed. These shortcomings seem magnified for the general public. After nearly seven years of academic development in homeland security and similarly named programs, wherein over 350 such programs now exist in the U.S., the time is now to form a new Society that brings interested constituents together to advance the needs of all concerned and to enhance the overall security of the Nation. INSPRS seeks to meet these needs and thereby close existing gaps that inhibit function, resilience and effectiveness of effort.

The gap identified between and within both public and private sector agencies needs to be narrowed rapidly and cooperation between and within constituent groups needs to be fostered. Addressing this need will require scholarship, policy debate and development and new educational standards and structures. These vital strategies can be facilitated through education and training provided by INSPRS.

INSPRS has identified an attractive market for the provision of innovative homeland security and emergency management programs, scholarship and tools to its constituents based on assessed needs.

This concept is based on the imperative that public agencies ensure their communications links with an education and training institution are efficient, value-added, and well received. Because of industry pressure to centralize areas such as information, data, communications services and the need to solve their challenges, the public, emergency services agencies, and educational programs will increasingly look to external providers who offer innovative education and training programs that strengthen the capability of fulfilling their respective missions. The International Society for Preparedness, Resilience, and Security's constituents has responded enthusiastically to the concept.

4 - Competition Analysis and Strategy

4.1 Types of Competitors

INSPRS has considered a variety of alternative organizations, institutions, and agencies that provide education, training, research and who are engaged in higher education and student development. At the moment, there are no organizations that focus on integration of the preparedness, resilience, and security disciplines.

4.2 Competitive Position

Currently, there exists a fragmented array of organizations that seem to represent one of the three main discipline areas, but none who purport to represent and support the integration of all three. Consequently, INSPRS will provide professional development structures for faculty and students and support the creation of education standards to be used in program-level accreditation. These and the engagement in scholarship, policy development and analysis and developing collaborative partnerships between academia, and the public and private sectors will ensure INSPRS has no near peer competitors.

4.3 Conclusion

A significant need exists to create a mechanism for 1) supporting integrative research, policy development and analysis in the preparedness, resilience and security disciplines. This includes development of education standards, dissemination of best practices and lessons learned from practitioners, and program-level accreditation; 2) improving our understanding of each discipline's potential needs and the needs of our constituents; 3) consistent networking activities; 4) theory development and deeper contributions to the emergent body of knowledge.

The International Society for Preparedness, Resilience, and Security is uniquely and well positioned, and capable of filling the identified needs of its constituents.

5 - Society Strategy

5.1 Operations and Focus on Growth, Staff Acquisition and Member Services

The International Society for Preparedness, Resilience, and Security's main area of emphasis is to serve its members and to advance the preparedness, resilience, and security disciplines. In the beginning, INSPRS will need to build capacity, membership and fiscal solvency. To enhance these efforts, it is not expected that INSPRS will need to hire full time staff. Instead, INSPRS will utilize the talents and time of its many member volunteers to accomplish its mission and to grow the Society.

It is expected that for the first fiscal year or two, the Board of Directors will conduct and oversee all operations including development of operating guidelines, establishment of subcommittees, outreach, education standards development and all activities conducted by INSPRS.

5.1.1 Working groups and committees and subcommittees

INSPRS will structure itself with working groups, standing committees, and subcommittees to accomplish its mission and vision. These are identified in greater detail in the Bylaws and will be formed, enhanced, or eliminated in accordance with the Bylaws and consistent with the needs of INSPRS, its constituents or the market.

5.2 Platform for Staff and Command Development

The Platform for Personnel (Leadership and Staff) Development draws upon the resources and expertise of INSPRS members, accredited degree programs, and other extant education, training, and certificate programs.

Certification Programs (e.g., NFPA firefighter certifications, NIMS, etc.) provide third party validation of knowledge, skills, and abilities within accepted guidelines and other industry standards. With the mechanism already in place, expansion of this program to other disciplines is easily accomplished, as well as conforming to any standards developed in the future. INSPRS can facilitate this process by partnering with existing certification programs and/or listing availability and location of current offerings.

The *Industrial and Private Sector Safety Program* exists to facilitate training and assist in meeting private sector and industrial needs regarding emergency preparation, mitigation, resiliency and continuity of operation. Potential partnerships and interaction with private sector and industrial entities will be constantly explored and pursued.

5.3 Platform for Academic Development

Students are the future of any discipline. What students learn, their ability to solve problems, think critically, and the skills, attitudes and behaviors they possess are the cornerstones of professional practice. Protecting the integrity of a discipline requires significant involvement by faculty and mentors at the program-level. The Platform for Academic Development will focus on degree integrity, prevention of diploma mills, education standards development and program-level accreditation. Although accreditation may not be an initial focus of INSPRS, establishing clear academic standards is acknowledged to be a critical function of INSPRS and the future maturation of all related disciplines.

It is not the vision of INSPRS to become a recognized accreditation organization. Rather, INSPRS aims to partner with another organization. For example, INSPRS members have been in discussion with the both the Foundation for Accreditation in Higher Education (FFHEA) for the past 18 months as well as with ABET

for the past year. While ABET is a globally recognized accrediting organization, FFHEA is emerging and still seeking recognition. INSPRS has the ability to partner with either organization; no decision needs to be made in the next year. The first objective is to develop an acceptable minimum set of student learning outcomes that should define an associate's degree, an undergraduate degree and a graduate degree in homeland security, and similarly named programs. This effort will include discussion and outreach to all of INSPRS' constituents and stakeholders, as well as the larger academic community and the public and private sectors.

5.4 Platform for Research and Specialized Program Development

The Platform for Research and Specialized Program Development will center on the concept of integration. Preparedness, resilience and security are hugely interesting and compelling concepts in today's government and in industry. As major weather-related disasters have become increasingly frequent and increasingly expensive, both the public and private sector have become more interested in response, recovery, and resilience. Of course, security concerns remain and potentially cataclysmic disasters from weapons of mass destruction, or engagements with asymmetric transnational terrorists and the ever-present threat from cyber terrorists combine to force a persistent vigilance and preparedness. Taken together, the genius of INSPRS' mission is seen. The inherent connectedness of the preparedness, resilience, and security disciplines is essential to continued economic health and social-political stability across the developed world. Hence, INSPRS seeks to develop and support state-of-the-art research and policy analysis capabilities that are of direct benefit to the private sector, NGOs, policy makers, and academics globally. In conjunction with all this, INSPRS will also advance partnerships and networking and dissemination of its research agenda through such programs as seminars, symposia, scholarly conferences, and other specialized forums for dissemination of information. This platform will closely work with the other organizations, institutions, and/or agencies to effectively create forums of great impact and importance. The focus of this platform consists of four areas of emphasis, which are Analysis, Preparation, Resilience, and Security.

The *Research Program* will be developed and administered within the Platform for Research and Specialized Program Development. As funding becomes available, faculty, students, and other specialists will be engaged in research to develop the most up-to-date information/strategies to be disseminated across all disciplines. INSPRS will always be open to direct invitations and expressions of interest from international, federal, state, local emergency responders, health agencies, and security agencies, foundations, private sector organizations and higher education. We will forge and support partnerships to deliver cutting-edge research efforts reflecting the national effort for security, prevention, preparation, response, mitigation, and recovery from natural and human-caused disasters.

Marketing Strategy

6.1 Outreach Program

Development of an effective outreach program will accommodate the timely and broad-based marketing strategy. The outreach program will be charged with the responsibility of marketing and needs assessment for INSPRS. By attending local, regional, and national conferences, outreach personnel will network with other people, facilitating the exchange of programs and ideas. Other proven marketing strategies will be employed to ensure that INSPRS programs and information are readily available and widely known. The outreach program will create and maintain a database of all students, sponsors, and members participating in INSPRS sponsored events.

Most importantly, a professional information management system will be developed to facilitate the flow of information and the latest research to all interested parties. This information will be delivered through Internet portals, electronic and print magazines, and through the use of peer reviewed journals currently associated with INSPRS.

By concentrating on awareness, prevention, preparedness, resilience, and security issues, INSPRS outreach can gather and discover timely information, leading to the development of strategic models. Using this data and the developed models, a *Seminar and Symposia Program* will plan for and produce seminars, symposia, conventions, workshops, roundtables, or any other forums for exchange of vital information regarding response, mitigation, situational awareness, detection, and evidence collection with respect to public service delivery and homeland and civil security (including acts of terrorism and/or natural or man-made disasters). This program will also closely work with vendors, donors, and other stakeholders/shareholders to ensure the largest and most effective penetration of the market.

Endnotes

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