

Admiral Thomas Collins
Homeland Security Strategic Studies Conference
CG Academy
16 November 2004

**Thank you, Admiral Olsen. Good morning, everyone.
Welcome to New London and to this conference.**

Let me begin by expressing my appreciation for Admiral Olson's foresight and leadership in hosting this conference. I also want to publicly recognize the rich collaboration between his faculty and staff and my Office of Strategic Analysis under Captain Dan McClellan's leadership that made this conference possible. The Academy - Strategic Analysis teamwork has been truly outstanding.

Admiral, I join you in welcoming our participants and would like, first and foremost, on behalf of Secretary Ridge and Deputy Secretary Loy, to acknowledge all of the co-

sponsors of the conference. These organizations joined our effort swiftly and were essential contributors to the shaping of this conference [power point slide 1 to list co-sponsors]. You can see from the diversity of players that homeland security strategic studies is on the minds of a wide range of forward-leaning organizations across our Nation.

I would also like to recognize the many individuals who participated in the planning meetings for this event. In addition to the co-sponsors, the planning process benefited from the contributions of other essential players in and outside of the Department of Homeland Security [power point slide 2 & 3 to list other key players]. As you can see, it is an impressive list. I especially want to thank Mr. Patrick Newman for his collaborative skills in assembling the wealth of expertise we have here today and for his leadership in chairing the process.

As Secretary Ridge stated in May of 2003, “as costly as adequate preparation may seem, it is cheap by comparison with response and recovery from a successful terrorist attack.” Your work here over the next few days is part of a strategic approach to that preparation, a way to ensure we prepare now for the future.

Securing our borders and protecting our critical infrastructure is a tall order and it is unlikely that we will ever be risk free. Therefore, risk mitigation must be our focus. If we are going to make the right decisions about what risks to accept, what risks to mitigate, and what priorities to establish, we need to ensure we have smart, thoroughly researched options put before our decision makers.

Many of the involved operating agencies have a certain amount of tactical experience in homeland security. But if we’re going to do this right over the long run, we must plan,

budget, and execute with strategic intent. As such, we need people well grounded in theory and with a broad view of current security thinking. Informed, critical thinking is an essential ingredient in building an effective homeland security environment. Education must be the first step in long-term risk mitigation.

This conference underscores the Department’s commitment to mustering the best and brightest in what will be a long-term effort to improve this Nation’s security. A number of organizations have jumped on the “Homeland Security technology and/or training bandwagon” – or money train, as some cynics might say. If you look in any magazine targeted to government employees and contractors, you will see the explosion of homeland-security-themed training programs and activities or technology inventions. In the area of training for the most part, the emphasis of these programs is on short-term training, not on foundational education, which

provides both strategic direction and integration. This conference needs to spearhead a different approach. This conference is the first of its kind, bringing together many of the stakeholders to establish an education program responsive to present and future homeland security strategic challenges.

While we cannot predict the future, it is imperative that we seek a strategic understanding of our future operating environment to avoid operational ineffectiveness and strategic myopia.

Despite the existence of sophisticated models of U.S. military education, there is no crosscutting, advanced education program within DHS. This notional program must be pulled together soon, and it must consist of at least three parts:

1) New curricula that acknowledge the fundamental changes in the global security environment and that place a

high value on the need for interdisciplinary study, the new “J”ointness;

2) A newly structured program reflective of the challenges and opportunities inherent in the most significant reorganization of the federal government since the National Security Act of 1947. This is a national effort, not solely a federal effort; and, finally,

3) Progressive measures of effectiveness exemplified by a culture of continuous strategic renewal; that is, a premium on desired outcomes rather than activities in delivering organizational strategic intent. Certainly an enhanced ability for organizational risk-based decision making and operations research is vital in making the most of finite resources.

What is sought here is a program that simultaneously encourages the development of new theoretical models

applicable to dynamic future security needs while filling knowledge gaps relevant to immediate strategic and operational challenges.

The objectives of this conference are challenging, but I believe wholly within reach:

- **Identify and assess internal and external homeland security education programs;**
- **Facilitate intra- and inter-departmental communication regarding strategic studies needs and capabilities;**
- **Develop common educational guidelines, learning objectives, and content -- for both internal consensus and external marketing.**

I hope conference participants will use this venue to share the success of their own educational programs and look for ways to ensure that their efforts parallel and complement, contribute and emphasize our national homeland security strategy. Particularly:

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

Let me finish by briefly reviewing the conference agenda over the next three days. We have:

- **a series of plenary sessions today,**
- **followed by workshop activity for the next day and a half,**
- **and finishing with an outbrief of your groups' work to a panel of senior leaders in homeland security fields.**

The logic of this approach is that our panelists will encourage unconstrained, forward-looking discussions, informed by current “best practices,” though not bound by self-imposed organizational, political, or fiscal restraints. This informed and enlightened view will hopefully encourage thoughtful dialogue about developing an appropriate framework for homeland security strategic studies and who that program would best serve.

To inform that discussion, you will participate in panel discussions designed to canvas the spectrum of traditional and emerging approaches to strategic and advanced education, applicable to homeland security. This is a necessary starting point for heading into the workshops and we’ve assembled an impressive group of panelists to help expand your ideas and discourse.

Again I thank the many co-sponsors of this symposia for their efforts to jump start a coherent discussion of this critical topic. Thank you again for your attendance and willingness to help tackle an issue that will have meaningful impact for years to come – not just for the Department of Homeland Security, but for our Nation as a whole. Like the Secretary and Deputy Secretary, I look forward to the results of your efforts.

Thank you.