
























GFOS 2011

Category	Average Score
Overall evaluation of program	4.67
Overall evaluation of the curriculum	4.54
Intellectual challenge	4.46
Professional usefulness of the program	4.75
Personal usefulness of the program	4.67
Learning from the Faculty	4.68
Overall Teaching Effectiveness	4.58
Clarity and impact of main ideas	4.53
Responsiveness to class/Skill in eliciting participation	4.57
Learning from other participants	4.60
Overall quality of staff support during program	5.0

	SUMMARY
	Valuable! Rich depth of issues – new perspectives, key.
	I wish I was able to attend the full session.
	Great inaugural program, I think this program fills a niche at the executive level, especially the focus on novel events. I hope it continues.
	Focusing on roles and responsibilities at the strategic, policy and senior action officer level, and how we act and react and ultimately function in a “novelty” event has been outstanding for us and our group.
	Overall a good construct, but needs to be refined. The study group project/work was a major disappointment and added very little to the course or the learning. Study groups are good – but this part needs far more imagination and scoping than currently provided.
	Incredible opportunity. Successfully mixed the A***** reputation and power of HKS with the experience and influenced of the Sr. Mil officers and Homeland Security exerts.
	Recommend using newer case studies London, Madrid Spain train bombing, 2003 space shuttle disaster, Katrina, Mumbai.
	Excellent dialogue and method of delivery. Staff are nationally recognized experts – informed by real life experiences of leaders on scene during 9/11.
	Discussions on incident command and unified command were especially helpful for me as a new TAG. Classes on attacks on World Trade Ctr, Pentagon and the BP Oil spill highly interesting and well presented.
	It would be extremely helpful to have this at the beginning so I could rate each presenter while the information is fresh in mind.

GFOS 2012


Category	Average Score
Overall evaluation of program	4.89
Overall evaluation of the curriculum	4.74
Intellectual challenge	4.61
Professional usefulness of the program	4.78
Personal usefulness of the program	4.75
Learning from the Faculty	4.86
Overall Teaching Effectiveness	4.70
Clarity and impact of main ideas	4.71
Responsiveness to class eliciting participation	4.66
Overall quality of staff support during program	4.92

	SUMMARY
	The program was very useful to me as I prepare to transition into the federal emergency preparedness/response world. There were several concepts the case studies very effectively highlighted as friction points that must be thoroughly considered/addressed prior to an event/crisis.
	I attended LIC which is very similar to this program, so I had seen most of these lectures before.
	The course and all of the classes were very timely and extremely valuable to my current duties and responsibilities. My only regret is that I was not in the course prior to Hurricane Irene.
	Continue to expand the diversity of students USACE, USCG, Cybercom, Transcom, ASD-HD/ASA Northcom's components (JFACC/JFMCC/JFLCC).
	Great opportunity to "cross talk" with our counterparts in the Homeland Security Enterprise.
	1st course that enabled me vision beyond the response.
	The concept to application of this course is obvious and immediate.
	I'll be a huge advocate to get other USACE CDR's to this.
	Extraordinary opportunity to expand my thinking on the subjects.
	Case study method of instructions is tremendous from the standpoint of articulating lessons learned and laying out an analytical framework.
	Very good and useful program. Well planned, prepared and executed. Thanks.

	My first visit to Harvard Kennedy School exceeded all expectations...which as you can imagine were very high to begin with.
	New contacts and new perspectives on crisis to consider on a daily basis in making long term change.
	We (the national guard) spend lots of time and effort training on the response. We give little attention to understanding the anatomy of a crisis or the social dynamics that govern individual and organizational actions. This course provided great theoretical information that will allow us as leaders to be better critical thinkers and more effective leaders.
	Although we don't have a framework which answers the question of how we operate in the "****" we have frameworks to help shape our thinking and our practical action.
	Deeper understanding of our homeland protection challenge. New awareness & sensitivity gained to leadership challenges. Case studies, readings outstanding. Can't wait to read the book. Endorsed by many attendees.
	Great presentation. Opens the mind to "how" to think rather than just "what" to think.
	Expanded my thought process for future routine & crisis events.
	As both TAG and Director of Emergency Services what I heard and learned will make a difference in future responses to disasters.
	Useful and relevant content. Great networking, time to think.
	I believe this was the best seminar I have attended in my 43 years in uniform. It was thought provoking and a real imagination catalyst.
	This program gave an opportunity to expand my mindset from war fighting oriented mind to open mind that understands other values as disaster response.
	Add cyber to the class.
	Course reinforces leadership process I need to prepare for the next crisis one of us in the room will have another opportunity in the near future to exercise our skills.
	This program stimulates thoughts about how we better prepare to respond to novel event. I had not considered this before.
	Overall the program is an excellent one. I would recommend the program to all senior officers in Homeland Security and national security interest and field.










GFOS 2013

Category	Average Score
Overall evaluation of program	4.90
Overall evaluation of the curriculum	4.87
Intellectual challenge	4.57
Professional usefulness of the program	4.71
Personal usefulness of the program	4.71
Learning from the Faculty	4.90
Overall quality of staff support during program	4.94

	The course was presented very professionally and its content is of tremendous value to senior professionals who will respond to future crises.
	One of the most relevant and enjoyable short courses I have attended as a senior leader. First class in every regard.
	Excellent program -- to step back and evaluate and review response and recovery victims. Useful info and way of viewing situations that will help better respond to routine and more importantly more novel crises.
	Excellent opportunity to discuss, learn and consider the difference between routine emergencies and the leadership required during extraordinary events/crises (novel events).
	Speakers were energetic, knowledgeable and made it fun.
	Excellent program overall. I will be able to apply the learning and theories in future operations I'm involved in.
	Outstanding discussion of very complex topics. Theory introduction of new concepts was outstanding. Emergence concept was especially worthy of additional discussion. Some of the discussion I felt was too tactical.
	Terrific course -- Allows time to broaden view to think about how to improve response and ponder "what could be next."
	Outstanding perspective and preparation for implementing skill sets we have been learning previously. Almost more of a capstone experience.
	This was a great program with a great diverse group of speakers. Absolutely perfect and I will recommend it.
	I recently attended the dual status commander course (3 weeks ago) at North Comm. Having just become a dual status CL -- the timing of this course was superb. The content and thought put into the course combined with the speakers was magnificent. 9/11 Twin Towers with Chief plus Juliette Kayyem was a home run.
	Good content. Excellent speakers.
	Exceptional program that will save lives.
	Examining all the case studies enhanced my perception of how better to handle any complex crisis.
	Excellent discussion/insights. Professors for the most part were excellent.
	Excellent at every level.
	Outstanding program that not only educated me in basic emergency management but also gave great insights to intangible and often unknown factors.
	Excellent approach. Opened my eyes to the broader dimension of response and more importantly the broader view of preparation.
	Very well balanced presentations, concise, to the point with enthusiasm.












GFOS 2014

Category	Average Score
Overall evaluation of program	4.86
Overall evaluation of the curriculum	4.73
Intellectual challenge	4.68
Professional usefulness of the program	4.82
Personal usefulness of the program	4.73
Learning from the Faculty	4.91
Overall quality of staff support during program	4.91

 SUMMARY	
	I am going to recommend the course to my TAG and his senior JFHQ leadership. I do not believe my state has any graduates – need to change that.
	This seminar course provides a great venue for senior leaders to view and ponder novel events and how others have reacted to those events, both successfully and unsuccessfully. These types of forums generated great discussion and thoughts and have expanded my professional thought on crises management.
	I enjoyed the variety of the scenarios even though we had limited time to discuss each one. You could probably start on a Monday morning and extend the lectures a bit to dig deeper into each scenario.
	The course was intellectually stimulating and refreshing. Absolute must for JFHQ/J3's and potential future TAGS.
	Obviously a very targeted audience but it has broadened my view on dealing with these type of events which will continue to occur. Absolutely relevant and useful
	Very well done. Case studies supported learning objectives. Would have like a little more topic discussion time with a couple of the presentations.
	I really enjoyed the Harvard Program. I gained invaluable insight from the instructors and my fellow attendees. I don't know if there is anything I would change about the program. Great job from start to finish.
	This is a great program definitely makes us think beyond the tactical, which is the comfort zone for most of us. I really think this ought to be part of the Dual Status Commander training that Northern Command conducts for DSCs. Dual Status Commanders are same rank and experience level, and would be part of the crisis leadership team in a given state. This seminar would significantly add to the more tactically-oriented curriculum offered by the DSC training.









GFOS 2015












Category	Average Score
Overall evaluation of program	4.96
Overall evaluation of the curriculum	4.92
Intellectual challenge	4.65
Professional usefulness of the program	4.81
Personal usefulness of the program	4.81
Learning from the Faculty	5.00
Overall quality of staff support during program	5.00

	SUMMARY
	Not only was the program very useful, it caused me to think about my own situation and state in terms of readiness. I will require my assistants to attend in the future.
	Thank you for this presentation, extremely up to date relative and informative.
	I will highly recommend this program to our TAG and other senior leaders in the organization.
	This seminar provided me with a greater understanding of how our Emergency Management apparatus operates and how the National Guard interfaces with this large group of contributors.
	One of the finest professional programs I've attended.
	Course is well-laid out and has a natural flow that lends well to learning. I'm surprised that you are still using blackboards :) – much better than death by powerpoint.
	The opportunity to share time with a tremendous group (experience and knowledge) was priceless. This seminar was extremely valuable for me in that I've only been in the position roughly 10 months and this helped tremendously. Greatly appreciated!
	Great Course, not only in content, but in the interaction and diversity of the class. Although predominantly NG, the diversity of the experiences and geography made the learning exceptional.
	Excellent program overall. The program was balanced and promoted excellent dialog. I was so thrilled to have been invited to participate in this program. I was truly humbled to be in the presence of such esteemed military personnel. The professors and the support personnel were so outstanding. You should all be proud of this Executive Program. Keep up the good work!!
	I think overall the course was great. I thoroughly enjoyed it. Getting to hear all the different perspectives was helpful. One thing I didn't see in the course, that I thought I might, was emotional intelligence. It may be more than be fit into the course but something I have been introducing folks to in training and prepping for a reponse.

GFOS 2016

Category	Average Score
Overall evaluation of program	4.92
Overall evaluation of the curriculum	4.87
Intellectual challenge	4.63
Professional usefulness of the program	4.92
Personal usefulness of the program	4.83
Learning from the Faculty	4.88
Overall quality of staff support during program	4.96

 SUMMARY	
	A tremendous and extremely enjoyable course that very effectively utilized a wide variety of events to illustrate the intended curriculum. Across the board, the instructors were superb. I really got a lot out of the course.
	I was a late add to the seminar. I really did not know what to expect. Frankly, this is easily the best seminar I have been privileged to be part of in the past 10 years of working for DHS between the Secretary and the Commander of NORAD USNORTHCOM. The analytic approach combined with the detailed event information across the event spectrum really provided an opportunity for greatly expanded thinking on effective responses. I felt rejuvenated and recharged to approach new future challenges.
	This is a very good program with outstanding experts and speakers. It would have helped to have table top exercises so we could apply what we were learning with realistic scenarios.
	An AWESOME experience! There were three of us from ICE/Homeland Security Investigations Boston at this seminar. I'll go out on a limb and say that all three of us had an outstanding/awesome experience! Our agency training department (in DC) would like us to talk to you about obtaining a Homeland Security Institute (or maybe larger HKS Exec Ed) course catalog and determine the application process so that other senior leaders from our agency from around the country can take advantage of other training opportunities at the school.
	Overall, it was an excellent training, with an impressive group of presenters. I would give you a 4.5, but that was not available. For me, the best sessions included responders from the actual events. For those of us that didn't have time to review all the handouts before the course, a short summary of some of the less known case studies (e.g., Baltimore Tunnel) at the beginning of those sessions would be helpful. Personally, presenting everyone with a certificate at the dinner the last night, was a bit much for me and I would prefer only one organized meal with the other 2 nights open. With that said, this was the best training I have attended on Homeland Security events. Thank you!
	Excellent instruction, networking opportunities, time for introspection.
	My first experience at JFK and an extremely rewarding one both personally and professionally. I would seek any opportunity to come back again.

	The superb reputation of Harvard University was preserved and enhanced by this exceptionally outstanding and highly relevant homeland security program. The academic segments of this program were strong, the presenters absolutely first rate and the behind the scenes orchestration flawless from the participant point of view.
	I have already brought the information back and have started the process to redesign much of what we do and to engage with first responders within Nevada.
	The expertise and experience of all the instructors, speakers and attendees was excellent.
	It's great to have the opportunity to be a student and actually get the opportunity to listen and think critically. Program is a must-do event. Looking for ways to bring some of this to our team here in Arizona.
	The program was extremely well conceived and delivered, discussion was insightful and useful for exploring the concepts raised in the case studies. I found the concepts raised in the seminar applicable to a wide range of circumstances and my own work in the higher education environment.
	The outcome of the program was empowering both personally and professionally by inspiring by presenting a series of conceptual frameworks which can be operationalized. I know feel better equipped to face major novel domestic crisis with the right tools, the right approach, and the required insight to ask the right questions to my leader and partners, and therefore to contribute better to the positive outcome even under the most trying circumstances.
	This course both educated me and supported my thoughtful consideration of the many elements of preparedness both within the FDNY and as a first responder community within New York City. It was deeply meaningful to me both for my work at the FDNY Center for Terrorism and Disaster Preparedness as well as a field officer in lower Manhattan. It has provided a more robust foundation for conversations and planning that I become involved in the future as we deal with the many inter-agency challenges to address large scale disaster potential and complex terror attack scenarios.
	The program presents cutting edge scientific ideas and approaches in the way high level decision makers can use them. It would be good to have an added focus on recovery and building resilience
	The HKS GFOS is a course that connects some key dots which are vital in today's response to emergent and crisis events. The case study format provides real world examples of things done well and things we need to improve.
	The course was well prepared and presented in a very professional manner. Class room engagement was significant and very beneficial.
	The course in all aspects was excellent. Great Job