

Leadership in Homeland Security Program

LHS 2019 Program Evaluation

September 22-27, 2019

Program Overall

Overall evaluation of the program

	Mean
	5.00

Professional usefulness of the program to you

	Mean
	4.96

Personal usefulness of the program to you

	Mean
	4.94

Please provide examples of specific initiatives that you plan to implement...

	Dutch's decision making process and understanding the human response to known vs. unprecedented crisis's.
	I plan on developing tabletop exercises that focus on "out of the box" immediate decision making as opposed to using systematic procedural decision making procedures. The main thing that I learned from this course is that there is little time for the customary processes during large scale events and the way that we currently trained has to altered and we have to train our minds to react rapidly based on our knowledge and experiences.
	Communicate the theory to my co workers, especially the idea of searching out novelty. Also, laying the groundwork for an information sharing structure in steady-state operations that is useable in times of crisis with the state and interagency.
	I am going to recommend to my leadership to take advantage of this event as my state should be sending its best and brightest because it will overall make us more prepared for the event that we all hope never happens.
	Serving in the military, we are all about the operational aspect of a response (and rightly so). However, the information from this course will enhance our planning for "other than operational" aspects of a response, which may not seem as urgent, but are equally important.
	Discussing the concepts related to: -an emergency/disaster being routine or novel; or progressing from routine to novel -political forces (operational, executive, and public) -SA to the fourth power -Most successes from the case studies relied on decentralized operations, management, and direction.
	I will be operating in the leadership from behind paradigm like the Tuscaloosa fire chief, but I will work to influence more collaborative problem solving and more willingness to go to truly big problems instead of dealing exclusively with "left side of the board" organizational issues. My organization does not like to get outside the box when it comes to planning for novel challenges. We tend to stick to the historical issues and deny the prospect of novel challenges. This will be difficult... so I know it will require leadership.
	Brief crisis leadership introductory philosophy to my wing staff.
	1. I am currently drafting a completely new Coast Guard SAR policy for Senior Leadership. This course and the information I learned will help me develop a Coast Guard LIC foundation.
	Networking is something that is overstated and underused many times. As someone that has moved around a lot, across the country, networking continues to be a tool that I need to use. Being helpful and looking for opportunities to work with others and their agencies.
	I have already contacted several students to incorporate what we learned into actual TTXs.

	As a qualified Planning Section Chief and Incident Commander, the week was a good reminder of areas I need to focus attention and/or consider (media, political, medical) before the next big event occurs.
	Leadership in a crisis, specifically in cyber (as a novel problem) at the state and local level.
	Work within our organization to identify the 'routine' emergencies that we will likely face & take the next step towards thinking about potential crisis situations. -Make an effort to incorporate the psychological aspects of responding to a crisis - placing an emphasis on prevention, self care, and empathy.
	I have a greater appreciation of my interactive roles I as a leader, especially when dealing with the media, FBI, HMRT, also my responsibilities to my employees (responders), and to constantly be on the lookout for signs of PTSD related issues during and after a responding to a crisis situation.
	I intend to explore initiatives which support integration of command resources from the tactical to the operational level, between National Guard and Civil Authorities.
	More cooperation and coordination with local first responders ahead of time.
	I plan to do a teach-back to my immediate team in the coming week's staff meeting. Long-term I want to develop some internal training to hopefully inspire colleagues to experience some of the benefits of the training that I received by attending in person.
	Concepts from Dutch's day 1 lecture on routine emergencies through novelty into crisis. This was a fantastic introduction into the novel element. I plan to use that fundamental in training my CERF team to determine what is truly a crisis and what is not. I think that concept along with emergence can go along way to create the cognitive declutter that Chief Pfeifer spoke of. Key takeaways were novelty with the anomaly, emergence, cognitive decluttering, and resource utilization/application to make your subject matter experts job return to the left hand side.
	There are multiple issues I will use in both emergency response as well as during routine operations. One thing, that should have been part of my thinking already but I just missed was that you need to limit what you are doing as leader during emergency situations and delegate. This will be easier to do if you have done a good job at "routinizing" as much as possible.
	1. Consider the political and social impact of our planning/response efforts (both internal/external) 2. Clearly demarcate routine/crisis/and novel events and govern myself accordingly 3. Read more! 4. Participate in more trainings/exercises that use and ICS format to better understand the responsibilities in the various areas. 5. Consider the human element in crises and recognize that all our actions are personal choices.
	C5 was very useful from Joe's presentation. The media piece was useful. Particularly recognizing journalism strategies to elicit comments from leaders of events. Situational Awareness, Analysis, Anticipation, and Action. Coming from a LEO background, we use situational awareness so often, I believe the tendency is to forget the other three. The process of making a decision. OODA, MDMP etc. will definitely be useful. The articulation of Novelty in an event was very useful. Particularly when gauging outcome expectations, and perceived success/failure. To identify and articulate novelty in events will help to shape the message to internal and external stakeholders.
	I often teach, not at Harvard, but within the scope of my profession. I was totally impressed at the styles and the level of engagements many of the instructors had. The use the classroom, chalk board, and discussions is something i intend to incorporate.
	Organizational structure to address DOMOPS in our state
	I am going to increase my communication and liaison work with the state and counties organizations. Communication, training, and rehearsals (exercises) seem to the be the deciding factor between a bad day and a worse day.
	Utilize the seminar case studies to initiate a professional development series within my Division
	Develop and implement several new table top exercises, to include a Cyber TTX.

	I made notes in each session of insights to add to contingency plans in our state. For example, I plan to revisit the Routine and Crisis Emergencies presentation as soon as I return to my office. I am currently reviewing our nuclear plant contingency plan, and will ask our staff to analyze the Centralized Command vs. "Decentralized, Intelligent Adaptation" as it pertains to the plan. This particular plan includes response from multiple entities including government at all levels, multiple private energy companies, coordination from state and county emergency management officials, and the state National Guard. It is quite complex, and I want our staff and all the entities involved to consider how we can be more efficient in executing it. Considering how we can think about Routine Emergencies for some events and Crisis Emergencies for others will allow us to allocate resources, including personnel in a command function, in the most efficient way. I hope all the agencies involved will consider analyzing the plan in this manner.
	Joe Pfeifer C5 methodology Training for the novelty
	Creating courses and table tops
	1. Take ideas and best practices back to my leadership. 2. Implement leadership techniques that I learned in the class.
	a campaign to improve specific shortfalls in my organization as described by Dutch. Also a Novel event brainstorming exercise with my planning team to see if we can tease out potential black swan type events that we simply have never thought of before. The intent would be to then move these newly identified events towards some sort of plan or the "routine" side of the equation.
	This program has provided me with the tools to address and revise our local emergency response procedures.
	Changing our exercises from demonstrations to real challenges

Overall Summary Comments:

	I was so pleased with the course material and the sessions. The material and case studies were very
	Great job on all fronts. The reputation and clout that Harvard University brings to this program cannot be overstated. I think that a similarly excellent program taught elsewhere would not draw the same quality of a student cohort that this program accomplishes.
	The ability to have SME's available to discuss actual case studies which they either authored or were the main subject of interest is priceless. This is by far the best program that I have attended in my military career and I am thankful that Harvard was able to pull together such resources and make them available in a classroom setting. Incredible !!!!
	I left the course re-energized and excited about preparing for Crisis Management. The seminars and case studies generated multiple ideas on how to better synchronize and prepare with my local interagency.
	Blown away by the course. Highly recommending to fellow leaders. Quality of instructors was excellent, Provided insight and experience from an at-the-scene perspective and a perspective from behind the scenes. Would love to attend other courses in this program. And of course the venue was amazing.
	This was an incredible opportunity and learning environment. Thank you.
	Outstanding program I will definitely recommend to my high performers.
	I would like to thank our LIC teachers and support staff for the excellent course. It was important for me in my policy work, but also as a response coordinator in large scale disasters... When everything goes wrong. The course provided me strategies and questions to seriously consider during a response.
	Excellent course! I plan to look for other opportunities to attend similar courses!
	Amazing course! I will highly recommend it to others.
	Excellent course! I plan to look for other opportunities to attend similar courses!

	Outstanding and I was thankful to my leadership for the opportunity to be part of this course. I am very interested in taking the additional course for the certificate program.
	Really enjoyed the chalkboard type lecture. It was great to get away from Power-Point presentations and use thought provoking dialogue to comprehend a novel idea.
	I truly did enjoy this class, the material/topics, and the friendships I developed along the way. Harvard is truly a first class operations and I am very proud to know the caliber of professors and leaders that are intricately education our leaders of tomorrow. Thanks you for having me as part of this professional discussion!!
	Thoroughly enjoyed the course and it was extremely well organized and executed. Of course every student is going to have instructors they don't care for as much as others. Many of the speakers mentioned books they recommend, you should create a comprehensive reading list from the course presenters. Many of these books were mentioned in passing during a lecture and were not captured.
	Great course- I will definitely send more individuals from Delaware as this course not only helped think about homeland security issues and responses but its focus on leadership was very useful in general.
	Thank you, again, for a great week.
	It's a reason Harvard is Harvard, not because of the name but quality of instruction and program structure.
	Keep the program growing
	Worth my time. I would recommend this course to others.
	I would have appreciated getting the reading about a month ahead of time. I was challenged to complete the readings before arriving in Boston due to several late evening public meetings and other previous evening commitments the two weeks before the class.
	I was completely humbled to be allowed to participate in this program. It was an amazing experience, and I hope to participate in another Executive Education program in the future. The information and insight I gained in this week will improve my ability to plan for emergencies and contingencies to which our agency needs to respond. The instructors were nothing short of amazing, and I am so grateful for the opportunity to participate. Thank you to the support staff for making everything seamless - that takes work. Thank you all so much for a fantastic experience!
	I am thankful and appreciative to have been selected for this training.
	Excellent
	Very good class and awesome instructors! Thank you for the opportunity to be a part of it.
	Extremely worthwhile course. The emphasis on breaking barriers and developing relationships with my peers was equally appreciated and facilitated well by the course.
	I appreciate the full Harvard experience. From the beginning to the end it was a very valuable to both my personal life and professional career. I hope it is able to continue to grow each year.

2018 LHS Program Overall

LHS 1901

October 15th 2018, 10:43 am EDT

Program Overall

Q36 - Overall evaluation of the program

	Mean
	4.81

Q37 - Professional usefulness of the program to you

	Mean
	4.69

Q38 - Personal usefulness of the program to you

	Mean
	4.67

Q40 - Please provide examples of specific initiatives that you plan to implement...

	Incorporate into discussion into leadership officer development program. Lessons learned from Hurricanes & Tornados to include interagency / DOD & NGOs.
	I expect to be able to think more strategically in the face of a true crisis. In the heat of the moment, its easy to get caught up in the tactical issues. The discussion of human behavior during a true crisis and our natural desire to work in a routine environment with established processes was enlightening. I plan to mentor members of my team on the subject matter of this course to improve their preparedness for a true crisis.
	Improving Iowa's integrated Emergency Response Training Program. Regrettable, over time, we taper off our training until events occur, then we regret our complacency.
	My organization has already begun a transition to networked teams. The presentation helped me understand how I can communicate and sell this better. Additionally, I have better ways to communicate the importance of regional, multi-jurisdictional planning which is often overlooked. Because of my attendance at HKS I am going to reenergize efforts to form Joint Interagency Planning Groups to tackle the more complex issues Nevada faces (i.e shelter in place Las Vegas, fuel supply disruption due to San Andreas full rip)
	Inclusion in organizational leadership development program. Framing discussions with local emergency responders and government agencies.
	I plan on reaching out to the local Alaska National Guard unit about doing a joint exercise with them. We have plans already for a response drill with local fire and state entities at our unit. In addition to that, I plan on reaching out to our headquarters about past lessons learned from hurricane response and see what recommendations or changes have been or plan to be implemented and help with those initiatives. To that, I hope to incorporate the information and processes we discussed in our class to help smooth our planning response before the next inevitable mass response.
	i will make changes to the redundancy of our geospatial systems for future National Special Security Events.
	I'm going to recommend a few key leaders in the Navy Reserve to consider applying for this program next year. People who come to mind are former base commanders, current leaders in the NEPLO arena, potential future flag officers.
	Specifically, with the routine emergencies vs crisis emergencies. Like I learned:: "If we make the crisis emergencies routine" it will be a much easier to react and support local authorities.
	Reviewing our plans with a fresh set of eyes to determine if revisions are warranted. Utilizing time to renew/establish contacts with the multitude off governmental/non-governmental in which we interact. Am thinking about ways I can influence the emergency response/support efforts of my organization.

	Changing the way we train for domestic responses within our team to get away from the routine and inject the novelty that can occur at any given time. The more frequently we plan for the "crises" event the more likely we will be able to bring aspects of an incident back to some form of routine that will assist in elevating uncertainty.
	I plan on exploring more of the novel emergency incidents and how they can be incorporated.
	There are several members within the senior leadership of my organization who have attended this course. I intend to discuss with them how we can best implement several concepts from the course into our domestic operations response protocols. Specifically, I want to introduce to some of our junior leaders the concept of novelty in a crisis and how routine situations can evolve or devolve into a crisis. I intend utilize some of the material introduced in the "Acting in Time" presentation to assist us in introducing these concepts.
	Three initiatives - the first is arming our soldiers in a state active duty status; the second is our response during floods/fires/blizzards and assisting first responders with protecting personal property; the third is improving our relationship with first responders.
	I am going to work harder in building relationships with the emergency response community in WY, and continue to work with Counties in the State to assist them with emergency management exercises.
	I plan to use the lessons learned for evaluating comprehensive risk management framework as part of the instruction to my junior officers. The understanding of Novelty and its effects will also become part of the lessons we teach on the Military Decision Making Process. This will help to make them understand what needs to happen quickly as they are put into situations.
	As the Director of Military Support I will increase my collaboration with my partners, I will also, along with my team, review our process and discuss routine crisis and true emergencies. We will continue to review and update our SOPs and TTPs as we prepare for novelty
	I now have a better understanding of the level of personnel that would benefit from this course.
	Reexamining our approach to command and control and interagency integration. Revising planning methods for different events. More criticality in reviews of events going forward. A deeper analysis of communications methods and technologies and the expected results of each.
	I plan on going back to my command and offering up a block of instruction for Officer and NCO professional development on Routine and Crisis Emergency Planning as well as crisis decision making principles.
	- Reinforcement of the incident command system - A better analysis of stakeholders equities and how to integrate them into solving the problem. - Evaluating situations for novelty throughout the entire operation
	None at this time but we are about to start planning for the RNC in Charlotte, NC which will include local, state, federal, military and civilian partners for planning and coordination of this type of event. This course has given me a greater understanding of the NC Guard, capabilities and contacts from NC that will be involved in this event.
	My intention is to review the Occupant Emergency Plans for our Directorate as well as decision matrixes and other aspects for emergency management. One of my roles is to help leadership prepare for crisis situations, and respond as best as possible with the information provided at the time. Using the tools from this course and examples, I will be able to add greater depth and perspective when providing guidance.
	Managing the press is an area that is good for me. I do occasionally meet with the press at conferences and training events. It will benefit me to have prepared statements that will convey the main points of my office's efforts.
	I plan to facitate some deep thinking into what types of high payoff scenarios to focus on with our limited time to train. I also plan to explore how we deliberately manage the political event running parallel with the operational response.
	Developing exercises that are more demanding and closer to the Novelty end of emergencies. More training for our junior leaders; specifically at our command and staff conference and at the Commander and 1SG course. It'll bring added value to my graduate work on Homeland Security and my cohort.
	I took several notes that I immediately plan to implement with my staff as we prepare for a large scale exercise. Additionally, I have several talking points to engage with my TAG on.
	Identifying specific people and positions who should attend this course next year. Talk to other NORAD- USNORTHCOM Command Center Directors how to lead during potential crisis events. And how to identify when an event starts to become a crisis.

	I plan to work with leadership and suggest that other leaders attend this class. I plan to create a program and utilize the information and guidance provided in this class.
	I plan to review with our DOMS many of our plans. Then further, go to my local county EM and see what they know about local plans.
	We're developing a Special Focus Exercise (SFE) for Jul 19. The emphasis on collaboration and incident command helped steer future focus.
	Coordination with Emergency Management Teams to work with locals to help streamline lines of authority.
	The discussion and presentation on centralized vs decentralized command, and the idea of mutual adjustment. I need to read Steven Johnson book and strengthen my understanding of the values, pro and con of the two types of commands. I'm plan to have a brown bag discussion at my organization so they can stop, think and decide, how to move forward and create an environment for mutual adjustments.
	I plan on pushing more cyber threat awareness and opportunities for working across DHS for increased understanding about the complex threat. I think it's also important to see where other organizations within DHS to work together, seeing the importance of working together and building relationships prior to an event. My organization is also currently a primary leader in risk management in DHS and this just validates and provides
	more support for me to educate people on this necessary effort.
	Do a case study on the Virgin Islands hurricane response.
Q41 - Overall Summary Comments:	
	The course was highly engaging and the collaboration with both the faculty and classmates was invaluable. The diversity of experiences added to the learning environment.
	This program will serve as my benchmark for all similar courses in the future. I thoroughly enjoyed the topics and interaction with all participants! Thank you for organizing this outstanding program!!
	One of the best courses that I have attended.
	I thought the program was presented at the appropriate level for the audience. The topics, case studies and crisis management framework are all relevant to disaster response planning and execution that I do as part of my position.
	I think the course's title may be a little misleading when being offered to parties outside the National Guard. Leadership in Incident Commands and National Security Concerns may be more descriptive. As a representative from DHS I was slightly out of my depth and could have used a little more information and spelling out of National Guard politics and structure. Great course....Very useful course. It broadened my perspective. I'm grateful for it.
	An excellent class overall. I'd be interested in another class that included some of the political entities as well. Attending the class by itself helped establish and strengthen relationships across our military, federal and state representatives. Thank you.
	- The support staff was professional, courteous, friendly and helpful at every interaction. They are truly exceptional. - Food and food service was excellent. - Having the slide deck before each lecture would be helpful. Especially maps and charts.
	Thank you for including this "token Sailor" in this fantastic course!
	An excellent course which help us at the senior level within our organizations to understand, analyze, and develop plans to make crisis emergencies routine.
	Phenomenal educational experience. The faculty and support did an outstanding job assisting with the learning experience.
	Fantastic course! I highly recommend this to my fellow National Guardsmen. I hope to return in the future to continue my education in the Executive Education Program.
	I enjoyed this class. The biggest take away from this course was the connections that are made
	Great environment, but need to understand how this course can logically fit with the rest of our Professional Military Education.
	Some of the topics discussed in the course are outside of my scope. However, there are some of these areas that I may have a small amount of influence on. I will take advantage of opportunities as they arise.

	This is one of the best courses I have attended in my personal and professional training. The understanding of the process that must happen and what is concurrently going on in the environment is applicable in all areas. The use of this in the development of my future leaders, as well as the personal use, will help to benefit my organization. We will definitely continue to support with personnel to attend this curriculum.
	Very good class that I have already recommended to our leadership for future DE NG participation.
	Overall, the course is a great course and offered up lots of ideas, suggestions, lessons learned, and networking for those in attendance. I would be very careful in how much time you have "students" sitting in their seats being lectured to. Pulse the class ahead of time with a questionnaire on their experience in crisis management and if they have a particular event they want to
	A highly rewarding program, both professionally and personally. A wonderful experience that leaves me wanting more.
	The Leadership in Homeland Security program is clearly the most satisfying Officer Professional Development Course I have taken in my 30 year Army career. The facilitators were clearly the interested in their students and the impact of the course material on the assembled student body of National Guard and DHS Senior level leaders.
	Great course that was challenging and professionally rewarding.
	An introduction how to review and discuss case studies would be helpful. Different programs use case studies differently and it would be good to know the Harvard approach and methodology to make the case studies more valuable.
	I am very humbled to be included in this course and will cherish the memories of Dutch, Arn and the crew for a very riveting week of training that has given me some new tools in my arsenal to bring to the table when planning my portion of the event for the USSS and a better understanding of others who also play a role. They say experience is the best teacher but hearing it and having the knowledge of the subject matter experts will hopefully make my decision little easier and planned out.
	This was a fantastic venue in which to reflect and think deeply about how to more effectively lead in domestic responses. I am grateful for the opportunity.
	AWESOME!!!!!! Thanks to all.
	Great class and great collaboration of the force leadership. This is a great networking opportunity for all members of the class.
	Good course. I will recommend it to others in the future.

2017 LHS Program Overall

Program Overall

Q36 - Overall evaluation of the program

	Mean
	4.91

Q37 - Professional usefulness of the program to you

	Mean
	4.86

Q38 - Personal usefulness of the program to you

	Mean
	4.86

Q40 - Please provide examples of specific initiatives that you plan to implement...

	I would like to get our J3 and other joint leaders to this course in the future. In the meantime, I plan to use what I learned in the class to assist me state to think on a broader perspective.
	I am responsible for domestic responses for my organization. I will use the framework I learned at Harvard for future events.
	As stated previously, techniques and insights provided by Drs. Borel and Dolla have already been presented to our medical leadership. Based on discussions during the cyber presentation we are addressing manual methods to pump fuel out of underground storage in the event of power loss/loss of the internet.
	Reaffirmed framework for crisis management during complex catastrophes.
	Something Arn said about how I ask questions. I will use a more collaborative interrogatory like "what am I missing?" rather than "anyone got any input?"
	Risk mitigation in Cyber awareness, increasing partnerships with local State and Federal agencies. Develop internal SOP risk mitigations TTP's to lessen the blow when a disaster event happens.
	This course provided numerous techniques and processes that I will use in the unfortunate event that I have to manage actions during a crisis.
	Having just worked for three weeks on Hurricane responses; establishment of "trigger" event standards to activate various operational functions such as the JOC staff, EMA JLO, and others. Then review decision making process and "turn points". Standardize continuity books within crisis action checklists.
	There were a lot of lessons learned that I will bring to bear, actually right now with the Sonoma Fires. Communication between the military and the first responders is always key and establishing common talking points on mission and common language on how to implements CANG assets to the disaster.
	As a senior leader in the California National Guard, and resident of the San Francisco Bay Area, I am eager to help promote the adoption of best practices from Arlington in preparation for a large scale catastrophic Earthquake. The SF Bay Area is not regionalized. It is made up of 9 counties and dozens of bedroom communities. This course highlighted the need and benefit of achieving synergy and cooperation between jurisdictional boundaries on a level much greater than currently exists.
	Interaction with local PD/FD as well as local legislators.

	I plan on not working during our next exercise, that's my plan. Although, I have made sure there is another person trained to do my exact job(on paper), I am always the one relied upon to perform the job as a medical liaison officer. Listening to the story in Nepal (which by the way was one of the best cases) you never know who will be available when the immediate need is there. I plan on not only my position but removing/replacing other key positioned with other people who on paper are trained to do the job. In a crisis I think things will come together with the resources and people available however why not take it one step further with having a scenario where the subject matter experts are not there?
	Routine, Novelty, or Emerging model. Review of current battle drills to see where novelty can be incorporated as an awareness and planning consideration.
	I plan to implement a Cyber attack scenario into all future training exercises I plan.
	I plan to reach out to partner agencies that I know will be involved in any response scenario to a crisis in my AOR and I'll also be sure that my agency is represented in all relevant exercises. As repeated in the course it is better to make connections beforehand.
	Gave me many different ideas on what I would do, or how I would approach different situation. I am in the Military as well as a Police Officer, so I have to dual hat sometimes. This course provided me with a lot of guidance on accomplishing that.
	I will be inquiring with our DOMS, G3, G5, Director of Joint Staff to ensure we are working with our agency partners within the State on multiple training scenarios.
	I plan to share my knowledge with the staff and my unit, by discussing rational decision making.
	The concept of quickly identifying novel emergencies, especially when they don't appear novel at first, is important and will be incorporated into the Iowa National Guard Joint Operations Center training.
	Improve on better working relationships with surrounding agencies
	As I am here for a year as a Fellow this initially take the form of research papers I am currently working on. Upon my return I am planning (subject to department approval) of conducting some training on some of the key aspects of this course.
	Training and interoperability amongst Army and Air National Guard units within the State. A greater recognition of the sustainment phase post the initial response to an incident. Specifically supply chain, personnel accountability and incident area access.
	I plan to conduct a professional development session with my subordinate leaders on decision-making models, as well as discussions of roles of leaders during crises.
	1) Our organization would be employed ONLY in the novel space; I will endeavor to explain the routine vs novel crisis theory. 2) Emphasize the necessity of interagency relationship building. 3) Share points of the case studies
	and evaluate how our organization would plan for / respond to a similar event. 4) Recommend that we request one seat for every year's session. 5) Recommend future commanders attend the GO/FO session.
	I plan on exercising and encouraging critical thinking skills in addition to planning exercises in order to develop more concrete processes.
	I plan to put Dutch's final class to use in detail and probably continue research and write a paper on it as well as my personal experience in Domestic Operations at the local level as a Police Officer for 16 years, the state level in the National Guard and the federal level at US Northern Command where I have 7+ years experience in domestic operations, international relations and missile defense.
	Deeper knowledge of crisis response, that will be useful to me from the bombing perspective.
	I am called to coordinate training seminars for interagency partners. I may utilize your format for a larger session.
	I plan to enhance my personal education with additional FEMA coursework. Additionally, I will push to initiate updates to Department of Defense Instructions (DODI) pertaining to Defense Support to Civil Authorities and Reserve Component Mobilizations in support of the states.
	Trying to figure out how to exercise for the novel. I feel we do a good job of refining the routine, but I agree the novel space is where we must prepare to operate. The challenge is developing an exercise that tests ingenuity and rapidly evolving planning.
	Preparedness is key and stressing establishing critical relationships. For NGB the all hazards support plan is a good first step, but, also to stress relationships within each FEMA region with DCOs, State EOCs and the respective State National Guard elements.
	Forward leaning in relation to the novelties of crises and increased engagement with stakeholders on this topic.

	I achieved a much better understanding of the ICS and different ideas to think about in the field should a situation arise that makes it necessary to respond.
	I am going to implement a headquarters SOP/team for my component when responding to large-scale emergency and crisis management events. This will be independent of the joint EOC which is established for these events and deal specifically with the admin functions necessary to support the operations requirements. This will include Finance, Office of Chief Counsel, HR and Mission Readiness, Public Affairs etc. I have witnessed the chaos with my component in response to the recent hurricanes. I will illustrate the interdependence of these Dept and how they directly facilitate or impede the operators and operations on the ground.
	My current job involves providing forces ISO of crisis that calls upon the use of Air Natl Guard Airman..basically I am a force provider. My future job will involve commanding in a crisis. My first step will require deeper self-study of our state refs/plans. I will also begin to evaluate our preparedness, exercise schedule, IC structure, on-the- shelf plans, etc. Then, I will apply the awareness/knowledge gained in this class to better our ability as an ANG to respond.
	Expand our LNO program to include county and municipal levels where applicable. Will also ensure our exercise program expands - key phrase that drives: A lack of trust at all levels will lead to wasted efforts when the need is highest.
	As an intelligence professional, I routinely collect a large volume of information on a daily basis and also during crisis response. As a result of Juliet Kayyem's presentation's presentation on the equities of non-responder agencies, I am going to review information I receive to determine if it meets equities of agencies which may be impacted by an event.
	Local and state coordination. Reaching out to all my county LEOs
	Incident management structure reviewed; preparation and building wider relationships with multi stakeholders
	Concentrate more on cascading effects analysis vice individual incidents (routine). Attempt to lead state emergency operations and senior Guard leadership away from concentration on small mission readiness packages and more towards large scale county wide or regional (multi-country / jurisdictional) response.
	1. Explore potential for similar seminar (with Harvard participation) in Nepal, possibly at a lower, more introductory level. 2. Focus could be in adapting the (just emerging) HADR capabilities to the new Federal structure in Nepal. 3. It should be pitched at
	While there are many potential benefits from a leadership standpoint which apply to towards DHS, I feel this course material, especially in the leadership and organizational structure case studies, will greatly benefit my work with a disaster non-profit.
Q41 - Overall Summary Comments:	
	Overall Summary Comments:
	Great course! Thank you for the hard work in putting this on!
	I've been in the military for 27 years. This is one of the best courses I've taken and great use of my time. I believe it will pay dividends for our domestic response in the future. I recommended to my General that we send officers to this course in the future.
	The program is absolutely the best week of education I have ever received. Dutch and Arn facilitate a thought provoking and informative series and the selected speakers are the best available. It was an honor to attend and participate in the program!
	Excellent instruction by Harvard professors and guest instructors.
	Excellent course! Thank you to all the presenters and Harvard Kennedy School.
	Awesome course, you should do this twice a year! Professors and Staff did an outstanding job. Thank You!
	One of the finest executive level courses I have attended. The course was managed, resourced and executed at the most professional level. A great staff that presented the quality of education only Harvard could claim.
	Excellent course overall. Every aspect of the University's presentation of the course was first rate including hotel, food, events, and transportation. I hope to come back in the future.
	Very good but the course focused on areas like NY and Boston that are resource dense environments to deal with disasters and mass cas events. Would like to see some case studies on more rural areas where resources are even harder to come by.

	Fantastic course, and time well spent. Thank you for being terrific hosts!
	I want to thank everyone at Harvard! This was an awesome experience and top-notch as well. I would love to come back for another class if I can. I learned more in that week than I have in any of my other military professional development courses. Great course, great instructors, great group of students, and fellows. Oh wait, I have one comment... How come Simon didn't teach? I bet he has some great novel leadership stories to tell from Australia!! THANK YOU!!
	Loved the course. I am grateful for the opportunity attend and interact with such fine people. Based upon the events that occurred within days of the course ending, I know what will be included in next years course. talk about novelty!
	Loved it. The Harvard tour should occur early on in the wk (if can), even the first day. This would be a neat kick off to the wk
	Outstanding course. I wish politicians had the opportunity to participate so they could get a better understanding of where they fit into a crisis response.
	Thank you.
	Great course, I am fortunate that I was able to attend. I spoke with the Command Staff at the Police Department, and said that we should try and send a representative each year. I understand the Military does this already through the Mass Guard. I think its an invaluable course, that can help with so many different situations in Emergency Preparedness .
	Excellent course. The logistics were great. If there was another meal at lunch in the community, instead of upstairs that would have made it a little better.
	Good course and great experience. I didn't walk away with quite as many actionable products as I expected, and the course seemed to lead up to the big question without giving much of an answer: "How do we train/prepare (especially leaders) to respond to a novel emergency situation?" Things were hinted at, and I developed several thoughts on what to focus on, but it didn't seem to be answered in a declarative way. The guest speakers greatly enhanced the course. I was surprised that during discussions on potential cyber attacks by hostile foreign actors, there was no thought given to it being in conjunction with other events. Striking the travel or financial system during the holidays, energy in northern areas in the winter, or any of those system prior to a hurricane/blizzard/wildfire event. If my only goal were to cause as much damage as possible with my attack, and I had flexibility in choosing the time to launch, I think I would try to multiply the attack's impact using other emergency events.
	Outstanding course!!
	Fantastic course, thank you for allowing me to attend and participate.
	Outstanding experience.
	I continue to reflect on the week that was. It was unquestionably the finest week of education in 27 years of military service. I had no doubt attending a course at Harvard would be world-class, but at every step of the program my expectations were exceeded. An amazing group of educators combined with an exemplarily cadre of guest lecturers. I will be forever indebted to Dutch and Arn for the knowledge and resources they so graciously shared with me.
	Phenomenal course! It was great to listen to professionals who had to make tough decisions during very trying times...very inspirational. The academic theory discussed was very useful and will plan to have discussions with subordinate leaders. Administratively, the course was very well run, the food was excellent, and it was great to make many professional connections.
	Absolutely relevant to high order problem solvers attached to an unexperienced problem set. I would like to recommend a distant learning course with webinars for smaller organizations.
	This course was an amazing opportunity. I will be a better planner and emergency response profession for attending it by applying the theories of crisis response, leadership and relationship building principles. Not only is the novelty of Harvard, but the outstanding speakers with first hand experience elevated the experience. The presentations made me think about how to apply the points into our own organization. The networking opportunity was also phenomenal. I look forward to building on the relationships started at the course. I have but one recommendation: change the seats each day by moving the name plaques. I got to know the people around me, but I also wasn't able to really meet every single person. By moving around each day, I think we would have truly had the opportunity to shake hands with each person.
	Excellent course! Definitely will recommend to co-workers.

	Amazing academic experience, with a terrific set of instructors that all share a deep compassion for preparedness.
	Sessions - great interaction, would have been a bit better (possibly) if the class was 20-30 students smaller Facility - outstanding auditorium, though it was a bit tricky navigating the construction Communications - Be careful that intended messages get downrange. My instructions advised me to meet at the hotel lobby at 1230 on Sunday.
	This course helped me look beyond routine events and contemplate planning for complex events requiring rapid innovation. Although the course was mainly focused at the tactical / operational level, many of the same issues are present at the strategic level.
	Tremendous experience. I already miss the classroom atmosphere and the thinking space the week afforded me. Great research, great presentations and talented instructors and real work operators...this is exactly what you would expect from such a prestigious program.
	Excellent course with great case studies to outline examples of when things went right and when things did not in a crisis situation. This course could easily be conducted over a two week period but it was well done within the week timeframe.
	This was a great course! The content and delivery was very effective and I would recommend that this course remain in tact with Dutch and Arn. The material is relevant to the threats that we deal with on a daily basis.
	Outstanding course. Great instructors and shared experience with fellow class members makes this one of the best courses I have attended. I will highly recommend this course to others.
	Very highly recommended course for senior leaders. Helped me gain insight into the roll of the NG. Really highlighted the human side of the decision making process in the midst of profound and life altering events. Also an invaluable networking opportunity.
	Wow -- thank you!! This course is a true service and value to the defense of our country. Please continue and thank you Dutch/Arn for your dedication and efforts in this area of study and your commitment towards progress.
	Course is very well worth the time. Course presenters were all experts that for the most part were clear and had impact. Would suggest hold to 1.5 hours at a time, I would much rather break an important topic into two parts than to have half the room constantly in motion for needed breaks.
	Hotel is good but the location is not. Should pick a hotel closer to places to eat, walk, etc...
	Excellent course which provoked thought amongst the group. Excellent collaboration forum and this course and it's focus definitely will aid in future decision making by attendees.
	Only positive comments.
	Absolutely brilliant course for those in the Emergency management realm. Great speakers and real time experience both national and international. Highly recommend this to anyone in this domain. Would be comprehensive if the psychological aspects and the role of social media were also discussed.
	Honor to attend and I will become a salesman for the program. Very professionally planned and implemented.
	Extremely rewarding experience. Very grateful to be here.
	While this class is sponsored by the National Guard, I would encourage greater inclusion of non-profits involved in disaster response and local/state/tribal/territorial government officials. The input, inclusion, and interaction with these entities would add additional perspectives to an already excellent course and exponentially expand the scope of understanding of policies, procedures, and past events.

LHS 2016

Category	Average Score
Overall evaluation of program	4.91
Overall evaluation of the curriculum	4.86
Intellectual challenge	4.72
Professional usefulness of the program	4.86
Personal usefulness of the program	4.86
Learning from the Faculty	4.90
Learning from other participants	4.71
Overall quality of staff support during program	4.91

	Great course! Thank you for the hard work in putting this on!
	I've been in the military for 27 years. This is one of the best courses I've taken and great use of my time. I believe it will pay dividends for our domestic response in the future. I recommended to my General that we send officers to this course in the future.
	Excellent instruction by Harvard professors and guest instructors.
	Excellent course! Thank you to all the presenters and Harvard Kennedy School.
	Awesome course, you should do this twice a year! Professors and Staff did an outstanding job. Thank You!
	One of the finest executive level courses I have attended. The course was managed, resourced and executed at the most professional level. A great staff that presented the quality of education only Harvard could claim.
	Excellent course overall. Every aspect of the University's presentation of the course was first rate including hotel, food, events, and transportation. I hope to come back in the future.
	Fantastic course, and time well spent. Thank you for being terrific hosts!
	Loved the course. I am grateful for the opportunity attend and interact with such fine people. Based upon the events that occurred within days of the course ending, I know what will be included in next year's course....talk about novelty!
	Outstanding course. I wish politicians had the opportunity to participate so they could get a better understanding of where they fit into a crisis response.
	Great course, I am fortunate that I was able to attend. I spoke with the Command Staff at the Police Department, and said that we should try and send a representative each year. I understand the Military does this already

	Having other federal, state and local participant's greatly added value to the discussion. It was a great idea to shift the seats around each day.
	Great course, instructors and students.
	Excellent group of faculty! All topics were relevant and useful.
	Keep the program! Excellent!
	The course was excellent. The amazing talented members of our class that were present at many of the crisis/incidents discussed, add to the understanding and leadership perspectives from those that experienced it firsthand. PD, FD, DHS, FEMA, Red Cross...
	Absolutely without question the single best conference I have ever had the privilege to attend. I wish I could attend every year. Fascinating and very beneficial both professionally and privately.
	Excellent course and very professional
	Great course and more should attend, I have recommended to my leadership that others attend.
	Amazing opportunity to learn and collaborate with the HKS staff, guest instructors, and HLS peers and professionals. I learned a lot in the course that will benefit me in future positions in homeland security. I truly believe that education and fusion of professionals in this field will be the bridge to support the security of our homeland and respond when threats face our nation.
	Wonderful program. Good networking available. Would love to have a little bit more time to "enjoy the area", so maybe one less social dinner.
	I have been an educator for 6 years (high school history teacher). I have two master's degrees in security (Strategic Studies and Joint Campaign Planning and Strategy) from the Naval War College and the Joint Advanced Warfighting School respectively. This, one-week, course is the best education I have received in 25 years in military service. Job well done!
	Demonstrates the resources that are available out there to assist us as we perform in our day to day functions as first responder leaders.
	A well organized and presented curriculum. The only constructive criticism I would offer is that there should be more practical application (the only time the students were tasked to do anything in all the workshops was the media communications, which is the least likely scenario that most of the students would be required to participate in).
	The course overall was outstanding. I can't chose a favorite class.
	Without question one of the finest training courses I've had the pleasure to attend. The lectures, read ahead, presentations and discussion all excellent. Everything was done superbly. With any event there is an anomaly. I would have preferred a hotel room instead of the dorm.

	I hope to continue my career and education in homeland security, so this was right up my alley and really enjoyed being able to be part of this program.
	Attend Harvard – what can you say – that is the best. The professional and personal usefulness for me was listens to the current practitioner’s issues and how they are interacting with all the other agencies (local/state/federal). For me to stay current this is required to ensure my university stays current and relevant with our HLS academic offerings.
	Extremely professional program. The delivery was awesome.
	Best for operational leadership in response, planning, suitable for cross-training and awareness for preparedness managers and folks responsible for professional development.
	The environment between instruction, class cross talk tends to think outside the box.
	Tactical level decisions and decision making theory are central to my current position. I found the curriculum to be very relevant. However, the case studies/my experiences didn’t provide enough insight to contribute in discussions.
	Overall, a great opportunity to benefit through the experience and plans of others, discuss different perspectives, and dissect issues to see alternate approaches to a problem.
	Extremely valuable course. However, instead of going through each case study in the same manner, I think an interactive approach would be more valuable. Present some ***** and ask “what would you do” in the moment.

LHS 2015

Category	Average Score
Overall evaluation of program	4.98
Overall evaluation of the curriculum	4.81
Intellectual challenge	4.67
Professional usefulness of the program	4.88
Personal usefulness of the program	4.86
Learning from the Faculty	4.90
Learning from other participants	4.88
Overall quality of staff support during program	4.89

	SUMMARY
	Great use of time to round out the technical elements of Domestic Operations during a crisis that are affected by the leadership elements.
	Incredible! Amazing! Relvant! Valuable! Extremely beneficial! THANK YOU!!
	Very professional staff. Great course that was at the appropriate level for my position. Also a great opportunity to interact with others to get their experiences, the way they work in their states.

LHS 2013

Category	Average Score
Overall evaluation of program	4.79
Overall evaluation of the curriculum	4.66
Intellectual challenge	4.45
Professional usefulness of the program	4.72
Personal usefulness of the program	4.72
Learning from the Faculty	4.88
Learning from other participants	4.72
Overall quality of staff support during program	4.93

	SUMMARY
	I am new to the US. This provided info and peer contacts that should be invaluable in providing me direction.
	The integration of non-Guard participants was greatly appreciated. This allowed a broader appreciation of perspectives.
	Extremely valuable as a professional responder.
	The leadership in homeland security course was a superior package. The staff and cadre are a well-seasoned group of complete professionals. This course addressed several significant cases that I felt provided critical insights that will shape my future planning and operations for possible novel events.
	Great mix of case study theory, which led to meaningful class discussion.
	Excellent program – particularly useful coming from a strong operational backgrounds in NIMS – but worth sitting back and analyzing theory behind the practice to better inform future decision making.
	The program certainly stimulated my thoughts and gave me a new attack of certain aspects of the way I think and will think on my professional job. As the military as a whole, is facing very unique challenges today it would have been nice to have a mixture of active component and Guard – I don't think we can separate the two to have the discussion we tried to have in the class, relative to the military.
	Very well organized and facilitated.
	Powerful case studies. World class instructors. Unprecedented networking opportunities.
	Face to face interactions between cohort peers in this forum cannot be understated. This is a very important development technique.
	Class interaction exceeded expectation allowing full for effect of the topics. Presentations – speaker “best of the best”!

	Very good course; very interesting material and it was great hearing the stories from the people who were actually there.
	Superb refresher on U.C. and outstanding reading and discussion in class on crisis leadership in the domestic security environment.
	I learned so much from the discussion. Takes disaster management into a different realm.
	What an amazing experience. I feel very fortunate to have been part of this group of professionals and to be exposed to the Harvard experience and environment.
	Excellent program that has great applicability across wide spectrum of agencies that deal with crisis management.
	Outstanding program. Course content and structure shifts the students paradigm concerning the very real differences between routine and novel events. The case studies were a thought provoking way to cause students to reflect on ambiguous crisis and how to establish a mental and organizational framework to address this challenge.
	Extremely valuable program and completely relevant to me as a national guard domestic operations planner. This opportunity to learn and share with the top experts in the field as well as experienced peers was superb.
	Excellent mix of professions (military/active duty/National Guard/Coast Guard) and EMT responders to discuss leadership in Homeland Security. Case studies provided excellent realism and teaching points. Enjoyed the mix of theory and reality.
	Stupendous. I think everyone should have to attend this course. We get so little opportunity to discuss in forums like this. I am walking away as a better officer; more enlightened and more confident to face tough challenges.
	Learned some new skill sets. Learned some new information on dynamics. Refreshed my mind on organizational dynamics and forced me to get the dust off my brain cells.
	Although good, I think there are opportunities to inject more illustration examples of group dynamics in the wisdom of crowds.
	Some very good points brought to light; lessons learned from Pentagon; Wal-Mart case study; comparison to UK and how much risk to assume in planning process.
	Case studies and discussion were relevant and helpful. Personal backgrounds and experiences were quite different than the military affiliation of my classmates.
	Effective use of case study application. Effective discussion of routine vs. crisis issues. Would have liked to see more emphasis on linking case study examples to leadership implications/actions.
	Outstanding course of instruction. Designed at the strategic level, I would recommend this course to any EM planners, senior LDRs or government officials.
	Great contacts made. Reliance on case study method led to very productive and effective learning.

LHS 2012

Category	Average Score
Overall evaluation of program	4.87
Overall evaluation of the curriculum	4.80
Intellectual challenge	4.59
Professional usefulness of the program	4.70
Personal usefulness of the program	4.73
Learning from the Faculty	4.87
Learning from other participants	4.69
Overall quality of staff support during program	4.89

	SUMMARY
	The personal/professional knowledge in the classroom was priceless in expanding on the case studies.
	Great, well balanced curriculum.
	Overall program is a model of ICS that is exceptional with impact correctly centered around the single most critical elemental in any crisis – leadership. Staff from top to bottom provided an outstanding opportunities that should be continued and will play a valuable role by “paying it forward” to our next generation of responders.
	It is always a gift to take a moment, remove one’s self from the fight and reflect.
	Great course, you need to do them more often. Try to schedule the quarterly or at least semi-annually.
	This course was amazing. I really enjoyed the topics, the discussions and the cases used. I feel very motivated and inspired after the discussions.
	Great course. It will change the way I react to novel events.
	This course has changed the way I will think about incident management in both my military role as a senior leader as well as my role as a manager in the public safety sector.
	Great course. Thank you for taking the time to put it together. There was a lot of insight and identification of problems/causes but no little offering of techniques to fix issues. You need to be collaborative but what are techniques to enable the leadership quality of collaboration might be too much for the class.
	It has been a long time since I had homework that I could not put down.
	Outstanding, truly exceeded my expectations. Incredible insights to add to my toolbox. Diversity of the group was added.
	This is the best HLS course I have attended.