



## Course Description

Contrasts various tactical response options with emphasis on developing a common operating picture between agencies, safety, and procedures thereof.

## Course Textbook

Bennett, B. T. (2007). *Understanding, assessing, and responding to terrorism: Protecting critical infrastructure and personnel*. Hoboken, NJ: Wiley.

## Course Learning Outcomes

Upon completion of this course, students should be able to:

1. Analyze the concepts and components of the National Incident Management System to determine how to integrate them into their jurisdictions.
2. Evaluate preparedness actions for TRO.
3. Assess terrorism response protocols.
4. Determine factors that increase scene safety.
5. Develop a plan for post-terrorism recovery.

## Credits

Upon completion of this course, the students will earn three (3) hours of college credit.

## Course Structure

1. **Study Guide:** Each unit contains a Study Guide that provides students with the learning outcomes, unit lesson, required reading assignments, and supplemental resources.
2. **Learning Outcomes:** Each unit contains Learning Outcomes that specify the measurable skills and knowledge students should gain upon completion of the unit.
3. **Unit Lesson:** Each unit contains a Unit Lesson, which discusses lesson material.
4. **Reading Assignments:** Each unit contains Reading Assignments from one or more chapters from the textbook and/or outside resources.
5. **Suggested Reading:** Suggested Readings are listed in the Unit II-VIII study guides. Students are encouraged to read the resources listed if the opportunity arises, but they will not be tested on their knowledge of the Suggested Readings.
6. **Unit Assignments:** Students are required to submit for grading Unit Assignments in Units I-VIII. There are two assignment in Units II and VII. Specific information and instructions regarding these assignments are provided below. Grading rubrics are included with each assignment. Specific information about accessing these rubrics is provided below.
7. **Ask the Professor:** This communication forum provides you with an opportunity to ask your professor general or course content related questions.
8. **Student Break Room:** This communication forum allows for casual conversation with your classmates.

## CSU Online Library

The CSU Online Library is available to support your courses and programs. The online library includes databases, journals, e-books, and research guides. These resources are always accessible and can be reached through the library webpage. To access the library, log into the myCSU Student Portal, and click on “CSU Online Library.” You can also access the CSU Online Library from the “My Library” button on the course menu for each course in Blackboard.

The CSU Online Library offers several reference services. E-mail ([library@columbiasouthern.edu](mailto:library@columbiasouthern.edu)) and telephone (1.877.268.8046) assistance is available Monday – Thursday from 8 am to 5 pm and Friday from 8 am to 3 pm. The library’s chat reference service, *Ask a Librarian*, is available 24/7; look for the chat box on the online library page.

Librarians can help you develop your research plan or assist you in finding relevant, appropriate, and timely information. Reference requests can include customized keyword search strategies, links to articles, database help, and other services.

## Unit Assignments

### Unit I Reflection Paper

#### IS-230.D: Fundamentals of Emergency Management

Read through the **IS-230.D: Fundamentals of Emergency Management** course at <http://www.training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=IS-230.d>, and take the Final Exam.

After completing this course, compose a paper reflecting on what you learned from the assigned FEMA course within this unit, as well as the overall value of this training as it relates to your current or desired position. In your paper, be sure to discuss what you learned about the five phases of emergency management and the National Incident Management System (NIMS). Also, discuss how NIMS can be integrated into various jurisdictions.

Your paper should consist of no less than 500 words, and any references and citations must be provided using APA format.

When you complete the final exam for the FEMA course, you will be emailed a certificate. Please save this certificate to your computer. You will be submitting it as part of your Unit VII assignment. It is **very important** that you take the final exam during this unit to ensure that you receive the certificate in enough time to submit it in Unit VII. If you have not received the certificate within three business days, please contact FEMA at the following address: [Independent.Study@fema.dhs.gov](mailto:Independent.Study@fema.dhs.gov)

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

### Unit II Reflection Paper

#### IS-914: Surveillance Awareness: What You Can Do

Read through the **IS-914: Surveillance Awareness: What You Can Do** course found at <http://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=IS-914>, and take the Final Exam.

Compose a paper discussing what you learned from the assigned FEMA course within this unit, as well as the overall value of this training as it relates to your current or desired position. In your paper, be sure to discuss what you learned about pre-attack indicators (PAIN) and surveillance.

Your paper should consist of no less than 500 words in length, and any references and citations must be provided using APA format.

When you complete the final exam for the FEMA course, you will be emailed a certificate. Please save this certificate to your computer. You will be submitting it as part of your Unit VII assignment. It is **very important** that you take the final exam during this unit to ensure that you receive the certificate in enough time to submit it in Unit VII. If you have not received the certificate within three business days, please contact FEMA at the following address: [Independent.Study@fema.dhs.gov](mailto:Independent.Study@fema.dhs.gov)

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

## Unit II Project Topic

### Course Project Part 1: Red Team Building Blocks

The Course Project for this course consists of a three-part assignment series that will culminate in a fully developed Red Team/Blue Team after Action Report (AAR)/SWOT Analysis. By the end of this course, you will have developed both red team and blue team strategies and plans including the evaluation of terrorist TTP, evaluation of strategies to protect critical infrastructure/high value “soft target,” identification of gaps in the planning, and assessments of response considerations/actions. You will also have developed an after action report (AAR)/SWOT Analysis.

Red team development will include the exploration of the ideology/operational aspects (TTP) of a terrorist/terrorist organization, pre-attack planning, and the development of an attack plan for a soft target. Blue team development will include the exploration of terrorist TTP, analysis of pre-attack indicators (PAIN), situational awareness, target hardening, and the development of a defense plan for a soft target.

In part I of the Course Project, you will research a domestic terrorist group or ideology:

- Homegrown violent extremism (HVE),
- Right wing extremism,
- Militia extremists groups,
- Special interest/single issue terrorism,
- Lone-wolf terrorism,
- Sovereign citizens, or
- Other.

Compose a paper discussing what you learned about their type/ideology, goals, history, methods of cell formation, training, fundraising, typical tactics, techniques, and procedures (TTP) employed, and at least one example of an attack that they have planned or carried out within the United States. Finally, provide a brief conclusion that addresses the overall value of this type of exercise as it relates to your current or desired position and demonstrates an enhanced understanding of terrorist groups/ideologies and the threats that they pose.

Your paper should consist of no less than 500 words, and any references and citations must be provided using APA format.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

## Unit III Project Topic

### Course Project Part 2: Blue Team Building Blocks

Part 2 of the Course Project consists of applying what you have learned about critical infrastructure. Choose one of the following critical infrastructure/high value “soft targets:”

- Any U.S. fire station,
- U.S. elementary school,
- U.S. hospital, or
- U.S. shopping mall.

Compose a paper incorporating what you learned about risk analysis, threat assessment, and hardening solutions (novel or standardized) that would serve to protect this critical infrastructure/high value “soft target” location by giving specific examples that helped you come to this conclusion.

Be *realistic!* Target hardening can be expensive, obtrusive, and hard to gain support for. Do not try to say that you recommend an ice cream shop have metal detectors, 50 armed guards, a switch that activates a sleeping gas, and members of SEAL Team 6 behind the counter.

Additionally, identify potential threat streams that make your selected soft target a potential terrorist target. **PLEASE NOTE that this is NOT a secured forum and NO classified or For Official Use Only (FOUO) information should be shared or cited in your research (OPSEC).** Rather, write in general terms about the soft target’s weaknesses and the benefits and values of your proposed hardening solutions. Finally, provide a brief conclusion that addresses the overall

value of this type of exercise as it relates to your current or desired position as well as demonstrates an enhanced understanding of components related to protection of critical infrastructure/high value “soft target.”

Your paper should consist of no less than 500 words, and any references and citations must be provided using APA format.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

## Unit IV Case Study

Scenario:

Because of your technical and academic expertise as a college graduate and your experience in this arena, you have been tasked to produce a brief presentation to be used as an organizational/departmental training tool with regards to the National Response Framework’s Response Core Capabilities of Public Health and Medical Services, Mass Search and Rescue Operations, and On-scene Security and Protection. Specifically, you have been tasked with producing a presentation based on your research and current available information in industry and government publications regarding these specific core capabilities. Your presentation should pertain to your specific area of responsibility (AOR), organizational/departmental public safety mission, and the benefits these extended response capabilities/national team assets would provide your organization/department during terrorism response operations (TROs).

For this assignment, compose a paper discussing the following:

- Emergency Support Function (ESF) #8 with regards to national Public Health and Medical Services assets and capabilities (Disaster Medical Assistance Team (DMAT), National Medical Response Team (NMRT), Disaster Mortuary Operational Response Team (DMORT), Family Assistance Center Team, National Veterinary Response Team (NVRT), Incident Response Coordination Team (IRCT), Applied Public Health Team (APHT), Rapid Deployment Force (RDF), etc.)
- Emergency Support Function (ESF) #9 with regards to national Search and Rescue assets and capabilities (FEMA National Urban Search and Rescue (US&R), U.S. Coast Guard Search and Rescue (SAR), Air Force Search and Rescue [The Air Force Rescue Coordination Center (AFRCC)], Civil Air Patrol (CAP), the Department of the Interior Search and Rescue, etc.)
- Emergency Support Function (ESF) #13 with regards to the overall purpose and scope, partnerships, the supplemental assistance ESF #13 provides to State, tribal, and local governments, and the typical activities accomplished by ESF #13 resources and teams.

Feel free to use the following resources to help you as you are writing your paper:

Federal Emergency Management Agency. (n.d.). Core capabilities. Retrieved from: <http://www.fema.gov/core-capabilities>

Federal Emergency Management Agency. (2013.). Emergency Support Function #8 – Public Health and Medical Services Annex. Retrieved from: [http://www.fema.gov/media-library-data/20130726-1914-25045-5673/final\\_esf\\_8\\_public\\_health\\_medical\\_20130501.pdf](http://www.fema.gov/media-library-data/20130726-1914-25045-5673/final_esf_8_public_health_medical_20130501.pdf)

Federal Emergency Management Agency. (2013.). Emergency Support Function #9 – Search and Rescue Annex. Retrieved from: [http://www.fema.gov/media-library-data/20130726-1914-25045-1746/final\\_esf\\_9\\_search\\_and\\_rescue\\_annex\\_20130501.pdf](http://www.fema.gov/media-library-data/20130726-1914-25045-1746/final_esf_9_search_and_rescue_annex_20130501.pdf)

Federal Emergency Management Agency. (2013.). Emergency Support Function #13 – Public Safety and Security Annex. Retrieved from: [http://www.fema.gov/media-library-data/20130726-1914-25045-6157/final\\_esf\\_13\\_public\\_safety\\_and\\_security\\_20130501.pdf](http://www.fema.gov/media-library-data/20130726-1914-25045-6157/final_esf_13_public_safety_and_security_20130501.pdf)

U.S. Department of Homeland Security. (2011). National preparedness goal. Retrieved from: [http://www.fema.gov/media-library-data/20130726-1828-25045-9470/national\\_preparedness\\_goal\\_2011.pdf](http://www.fema.gov/media-library-data/20130726-1828-25045-9470/national_preparedness_goal_2011.pdf)

For resources related to the National Response Framework:

Federal Emergency Management Agency. (n.d.). National response framework. Retrieved from: <http://www.fema.gov/national-response-framework>

Finally, be sure to discuss what you learned through your research within this unit and the overall value of this training as it relates to your current or desired position. To supplement your discussion, you may use your textbook, the required

reading from this or any previous unit, professional journal articles, case studies, scholarly papers, or other scholarly material such as academic, governmental, or industry publications and sites you may find pertinent.

The completed assignment must be a minimum of two pages in length, not including the title page and reference page(s), provided as a Word document, and written in full APA formatting. All sources used, including the textbook, must be referenced; paraphrased and quoted material must have accompanying citations.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

## Unit V Reflection Paper

### IS-800.B: National Response Framework, An Introduction

Read through **IS-800.B: National Response Framework, An Introduction** course located at <http://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=is-800.b>, and take the Final Exam

For this assignment, compose a paper discussing what you have learned by taking the assigned FEMA course within this unit, as well as the overall value of this training as it relates to your current or desired position. In your paper, be sure to discuss what you learned about the purpose of the National Response Framework, the response doctrine established by the National Response Framework, the roles and responsibilities of entities as specified in the National Response Framework, the actions that support national response, and the response organizations used for multiagency coordination.

Your paper should consist of no less than two pages, and any references and citations must be provided using APA format.

If you have previously taken this course, submit your training certificate and the paper as described above.

With this FEMA IS course, after you click on “Begin the Training”, then click on “Lesson 1: Overview”, then click on “Click this link to access a printable version of this course” (a blue hyperlink). Clicking on this link will open the full course text and allow you the option to print a summary of the contents of the entire course (you have the option to print or save as a PDF if use Windows or a print to PDF feature).

When you complete the final exam for the FEMA course, you will be emailed a certificate. Please save this certificate to your computer. You will be submitting it as part of your Unit VII assignment. It is **very important** that you take the final exam during this unit to ensure that you receive the certificate in enough time to submit it in Unit VII. If you have not received the certificate within three business days, please contact FEMA at the following address: [Independent.Study@fema.dhs.gov](mailto:Independent.Study@fema.dhs.gov)

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

## Unit VI Project Topic

### Course Project Part 3: Red Team Attack Plan

Incorporating your “soft target” selection from the Unit III Paper Topic (Blue Team Building Blocks), and using the terrorist group/ideology you developed in your Unit II Paper Topic (Red Team Building Blocks), compose a paper outlining the development of an attack plan for this critical infrastructure site that fits your group’s/ideology’s TTP. Be sure to include information on group formation activities (if more than one person is involved):

- Pre-operational surveillance and elicitation
- Probing and tests of security
- Attack method
- Acquisition of supplies/weapons
- Conducting dry runs (if planned)
- Time and date of attack
- Deployment of assets
- Egress plans (if planned), and/or
- Claims of responsibility (if planned).

Finally, provide a brief conclusion that addresses the overall value of this type of exercise as it relates to your current or desired position as well as demonstrates an enhanced understanding of the threats posed by the selected groups/ideology.

Your paper should consist of no less than 500 words, and any references and citations must be provided using APA format.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

## **Unit VII Case Study**

Scenario:

Because of your technical and academic expertise as a college graduate and your experience in this arena, you have been tasked to produce a brief presentation to be used as an organizational/departmental training tool regarding increasing scene safety during terrorism response operations. Specifically, you have been tasked with producing an awareness, recognition, and response presentation. Your presentation should be based on your research of current information available in industry and government publications, available case studies based on past events, your own current or previous military and/or civilian explosives ordinance disposal (EOD) experience, any other relevant training and/or experience you have with regards to explosives, improvised explosive devices (IEDs), or with explosive and/or IED scenes. Your presentation should pertain to your specific area of responsibility (AOR) and organizational/departmental public safety mission.

For this assignment, compose a paper, applying what you have learned in this and previous lessons as well as information gained through research or experience, and address the following:

- Threats posed by explosive and/or IED incidents
- Specific threats faced by first responders during terrorism response operations
- Responding to an unknown/evolving threat
- Awareness and recognition of explosives and IEDs
- Importance of situational awareness, scene control, secondary devices/secondary attacks awareness, and force protection
- Evaluation of the levels of personal protective equipment (PPE) and any considerations/challenges of employing and operating the tools of your trade while in PPE (e.g., weapons, communications equipment, stethoscopes, or other PPE) in an ongoing multi-modal terrorist attack (as well as from the threat of secondary devices)
- Proposal for preventive measures, response actions, and other critical considerations that you would be required to address in your organization's/department's role as first responders, or other responding homeland security asset, when responding to an explosive and/or IED incident

Finally, discuss what you have learned through researching this case study and the overall value of this research as it relates to your current or desired position. To supplement your discussion, you may use your textbook, the required reading from this or any other unit, professional journal articles, case studies, scholarly papers, or other scholarly material such as academic, governmental, or industry publications and sites you may find pertinent.

The completed assignment must be a minimum of two pages in length, not including the title page and reference page(s), provided as a Word document, and written in full APA formatting. All sources used, including the textbook, must be referenced; paraphrased and quoted material must have accompanying citations.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

## **Unit VII Assignment**

In this assignment, you will be submitting the Final Exam certificates that you received after taking the FEMA courses in Units I, II, and V. In order to submit your certificates, do the following:

1. Click on "Unit VII Assignment."
2. Select the "Attach File" hyperlink located underneath "Assignment Materials," and a "Submission" box. Just underneath that box, you will see "Attach File." Click on "Browse My Computer" and search for the file on your computer where you saved your certificates. Then you will click on the first certificate in the list, and it will appear below underneath "Attached files."
3. Repeat this process until all certificates have been uploaded.

4. Click Submit once **all three** of the certificates are uploaded.

Any missing certificates will result in a lower score for this assignment. If, for some reason, you have not received your certificates by this point in the course, please notify your professor.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

## **Unit VIII Course Project**

### Red Team/Blue Team after Action Report (AAR)/SWOT Analysis

Incorporating your previous project topic assignments, compose an after-action report (AAR)/SWOT analysis that includes the following components (links on composing a SWOT analysis provided below):

- Abstract/Executive Summary
  - A high level briefing/overview of the target and attack. This should be written to briefly capture who, what, when, where, why, and how.
- Target Overview
  - Using your Unit III Paper Topic (identification of a potential “soft target” discussing the components of a security vulnerability analysis (as presented in Chapter 7, pp. 271-272) and integrating what you have learned about risk analysis and threat assessment (incorporating the models and tools for a qualitative risk analysis presented in Chapter 6, pp. 232-238 and the CARVER assessment tool presented in Chapter 7, pp. 284-287), and hardening solutions, novel or standardized, that would serve to protect this location or critical infrastructure), develop a narrative discussing the location that was attacked, the risk analysis and threat assessments conducted, and the target hardening solutions that had been recommended/employed.
- Attack/Event Overview
  - Develop a narrative discussing all known aspects of the person/group responsible for the attack and the specific TTP/attack methodology employed.
- Consequences and Identification of Gaps
  - Using your Unit VII Paper Topic (outlining the gaps in your proposed risk analysis, threat assessment, and hardening solutions and the consequences from the attack it sustained (including specific examples), develop a narrative discussing the consequences of the attack (successful/not successful), and identify gaps in the risk analysis and threat assessments conducted, and the target hardening solutions that had been recommended/employed.
- Response
  - Develop a narrative outlining your response considerations/actions for this attack and the specific TTP/attack methodology employed. Be sure to address important key course concepts including, but not limited to, the following: An Incident Action Plan (IAP), emergency response priorities, size up, situational awareness, scene control, secondary devices, PPE, resources needed, etc.
- Recovery
  - Develop a narrative outlining your recovery considerations/actions as they relate to the management of this CBRNE crime scene, investigation and prosecution, and CIS/PTSD management.
- Lessons Learned and Improvement Plan
- Conclusion
  - Develop a brief conclusion that addresses the overall value of this type of exercise as it relates to your current or desired position as well as demonstrates an enhanced understanding of components related to protection of critical infrastructure/high value “soft target,” the threats faced via terrorist attacks, and the effects on terrorism response operations.

Addressing all of the above component areas, write a well-organized and thoughtful five- to seven-page AAR/SWOT analysis. Your paper must contain at least five references, and may include Internet sources, books, and professional journals or resources related to the profession.

The completed assignment must be formatted according to APA style. All sources used, including the textbook, must be referenced; paraphrased and quoted material must have accompanying citations.

What is a SWOT analysis?

MindTools. (n.d.). SWOT analysis: Discover new opportunities. Manage and eliminate threats. Retrieved from [http://www.mindtools.com/pages/article/newTMC\\_05.htm](http://www.mindtools.com/pages/article/newTMC_05.htm)

Virtualstrategist (Producer). (2008, July 28). *SWOT Analysis: How to perform one for your organization* [Web Video]. Retrieved from <http://www.youtube.com/watch?v=GNXYI10Po6A>

Applying a SWOT analysis to this discipline:

Stasiak, K. (2009). *Using SWOT to evaluate your security posture*. Retrieved from <http://blog.securestate.com/using-swot-to-evaluate-your-security-posture/>

A good example on formatting a SWOT analysis (The resource below is a good example of how a SWOT analysis can be organized and written in an essay form, but it does not use APA format):

Nshisso, N. J. (2010). *Enron: SWOT analysis* (Doctoral paper, Northcentral University). Retrieved from <http://de.slideshare.net/joelnshisso/enron-s-wnalysis>

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

## APA Guidelines

The application of the APA writing style shall be practical, functional, and appropriate to each academic level, with the primary purpose being the documentation (citation) of sources. CSU requires that students use APA style for certain papers and projects. Students should always carefully read and follow assignment directions and review the associated grading rubric when available. Students can find CSU's Citation Guide in the myCSU Student Portal by clicking on the "Citation Resources" link in the "Learning Resources" area. This document includes examples and sample papers and provides information on how to contact the CSU Success Center.

## Grading Rubrics

This course utilizes analytic grading rubrics as tools for your professor in assigning grades for all learning activities. Each rubric serves as a guide that communicates the expectations of the learning activity and describes the criteria for each level of achievement. In addition, a rubric is a reference tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of that learning activity. It is imperative for you to familiarize yourself with these rubrics because these are the primary tools your professor uses for assessing learning activities.

Rubric categories include: (1) Assessment (Written Response) and (2) Assignment. However, it is possible that not all of the listed rubric types will be used in a single course (e.g., some courses may not have Assessments).

The Assessment (Written Response) rubric can be found embedded in a link within the directions for each Unit Assessment. However, these rubrics will only be used when written-response questions appear within the Assessment.

Each Assignment type (e.g., article critique, case study, research paper) will have its own rubric. The Assignment rubrics are built into Blackboard, allowing students to review them prior to beginning the Assignment and again once the Assignment has been scored. This rubric can be accessed via the Assignment link located within the unit where it is to be submitted. Students may also access the rubric through the course menu by selecting "Tools" and then "My Grades."

**Again, it is vitally important for you to become familiar with these rubrics because their application to your Assessments and Assignments is the method by which your instructor assigns all grades.**

## Communication Forums

These are non-graded discussion forums that allow you to communicate with your professor and other students. Participation in these discussion forums is encouraged, but not required. You can access these forums with the buttons in the Course Menu. Instructions for subscribing/unsubscribing to these forums are provided below.

**Once you have completed Unit VIII, you MUST unsubscribe from the forum; otherwise, you will continue to receive e-mail updates from the forum. You will not be able to unsubscribe after your course end date.**

[Click here for instructions on how to subscribe/unsubscribe and post to the Communication Forums.](#)

### Ask the Professor

This communication forum provides you with an opportunity to ask your professor general or course content questions. Questions may focus on Blackboard locations of online course components, textbook or course content elaboration, additional guidance on assessment requirements, or general advice from other students.

Questions that are specific in nature, such as inquiries regarding assessment/assignment grades or personal accommodation requests, are NOT to be posted on this forum. If you have questions, comments, or concerns of a non-public nature, please feel free to email your professor. Responses to your post will be addressed or emailed by the professor within 48 hours.

Before posting, please ensure that you have read all relevant course documentation, including the syllabus, assessment/assignment instructions, faculty feedback, and other important information.

### Student Break Room

This communication forum allows for casual conversation with your classmates. Communication on this forum should always maintain a standard of appropriateness and respect for your fellow classmates. This forum should NOT be used to share assessment answers.

## Grading

Reflection Papers (3 @ 9%)	= 27%
Project Topics (3 @ 9%)	= 27%
Case Studies (2 @ 8%)	= 16%
Unit VII Assignment	= 10%
Course Project	= 20%
<b>Total</b>	<b>= 100%</b>

## Course Schedule/Checklist (PLEASE PRINT)

The following pages contain a printable Course Schedule to assist you through this course. By following this schedule, you will be assured that you will complete the course within the time allotted.

By following this schedule, you will be assured that you will complete the course within the time allotted. Please keep this schedule for reference as you progress through your course.

<b>Unit I</b>	<b>Preparedness Actions for Terrorism Response Operations (TROs): The National Incident Management System (NIMS) and the Five Phases of Emergency Management</b>
<b>Review:</b>	<input type="checkbox"/> Unit Study Guide
<b>Read:</b>	<input type="checkbox"/> <b>Required Reading:</b> See Study Guide
<b>Submit:</b>	<input type="checkbox"/> <b>Reflection Paper</b>
Notes/Goals:	

<b>Unit II</b>	<b>Terrorism and Terrorism Threat Streams</b>
<b>Review:</b>	<input type="checkbox"/> Unit Study Guide
<b>Read:</b>	<input type="checkbox"/> <b>Required Reading:</b> See Study Guide <input type="checkbox"/> <b>Suggested Reading:</b> See Study Guide
<b>Submit:</b>	<input type="checkbox"/> <b>Reflection</b> <input type="checkbox"/> <b>Project Topic</b>
Notes/Goals:	

<b>Unit III</b>	<b>Preparedness Actions for Terrorism Response Operations (TROs): Preparedness, Risk Management, and Mitigation</b>
<b>Review:</b>	<input type="checkbox"/> Unit Study Guide
<b>Read:</b>	<input type="checkbox"/> <b>Required Reading:</b> See Study Guide <input type="checkbox"/> <b>Suggested Reading:</b> See Study Guide
<b>Submit:</b>	<input type="checkbox"/> <b>Project Topic</b>
Notes/Goals:	

<b>Unit IV</b>	<b>Terrorism Response Protocols and Response Tactics: Preparedness, Planning, Risk and Threat Assessment; Risk Management; and Mitigation</b>
<b>Review:</b>	<input type="checkbox"/> Unit Study Guide
<b>Read:</b>	<input type="checkbox"/> <b>Required Reading:</b> See Study Guide <input type="checkbox"/> <b>Suggested Reading:</b> See Study Guide
<b>Submit:</b>	<input type="checkbox"/> <b>Case Study</b>
Notes/Goals:	

<b>Unit V</b>	<b>Terrorism Response Protocols/Intervention and Response Tactics: Command, Control, and Communications (C3)</b>
<b>Review:</b>	<input type="checkbox"/> Unit Study Guide
<b>Read:</b>	<input type="checkbox"/> <b>Required Reading:</b> See Study Guide <input type="checkbox"/> <b>Suggested Reading:</b> See Study Guide
<b>Submit:</b>	<input type="checkbox"/> <b>Reflection Paper</b>
Notes/Goals:	

<b>Unit VI</b>	<b>Terrorism Response Protocols/Intervention and Response Tactics: Command, Control, and Communications (C3)</b>
<b>Review:</b>	<input type="checkbox"/> Unit Study Guide
<b>Read:</b>	<input type="checkbox"/> <b>Required Reading:</b> See Study Guide <input type="checkbox"/> <b>Suggested Reading:</b> See Study Guide
<b>Submit:</b>	<input type="checkbox"/> <b>Project Topic</b>
Notes/Goals:	

<b>Unit VII</b>	<b>Increasing Scene Safety in Terrorism Response Operations: Intervention and Response</b>
<b>Review:</b>	<input type="checkbox"/> Unit Study Guide
<b>Read:</b>	<input type="checkbox"/> <b>Required Reading:</b> See Study Guide <input type="checkbox"/> <b>Suggested Reading:</b> See Study Guide
<b>Submit:</b>	<input type="checkbox"/> <b>Case Study</b> <input type="checkbox"/> <b>Assignment</b>
Notes/Goals:	

<b>Unit VIII</b>	<b>Terrorism Response Operations: Post-Terrorism Recovery and Consequence Management</b>
<b>Review:</b>	<input type="checkbox"/> Unit Study Guide
<b>Read:</b>	<input type="checkbox"/> <b>Required Reading:</b> See Study Guide <input type="checkbox"/> <b>Suggested Reading:</b> See Study Guide
<b>Submit:</b>	<input type="checkbox"/> <b>Course Project</b>
Notes/Goals:	