

Transportation Security – PUBP 714, Summer 2008
George Mason University
School of Public Policy
Transportation Policy, Operations and Logistics

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Irvin Varkonyi, CSCP, is president of Supply Chain Operations Preparedness Education (SCOPE), www.scopedu.com, a firm offering training and consulting in organizational preparedness for private and public sector organizations. He has three decades of experience in air transportation and logistics which he utilizes to teach and train undergraduates, graduate students and adult learners. He holds adjunct professor positions at the American Military University in their Homeland Security, Transportation and Logistics department and at George Mason University's School of Public Policy. Mr. Varkonyi was previously Manager of Program Instruction at APICS, the Association for Operations Management; Sales Principal with responsibility for business development in third party logistics and order fulfillment with the DDD Company; Manager, Government Project Development with Emery Worldwide at their Dulles Airport Government Sales Office; Vice President, Cargo Sales, the Americas, for Martinair Holland, a specialized niche air cargo operator based in the Netherlands; and with KLM Royal Dutch Airlines as Assistant Regional Sales Manager for KLM's Eastern Region, based out of JFK Airport.

Mr. Varkonyi holds an MBA from the American Graduate School of International Management (Thunderbird) in Glendale, AZ and a B.A. in International Relations and Economics from Clark University in Worcester, Mass. He is a Certified Supply Chain Professional, awarded by APICS, the leading brand in certifying operations professionals. He is a past president of the National Capital Area Roundtable of the Council of Supply Chain Management Professionals; a past vice-chairman of the Transportation Security Council of ASIS; the current chair of the Emergency Preparedness Committee of the Washington, DC Chapter of the National Defense Transportation Association and VP for Corporate and University Services APICS DC Metro chapter. He resides in Fairfax, VA

Office Hours – I will usually be here about 30 minutes before class, in the adjunct professors' room by the SPP administrative office. Please call ahead for appointment. You may also phone me during regular business hours or email me at any time.

Foundation	The course examines the critical issues of security, resilience and preparedness which are challenging the capabilities of the transportation infrastructure in the 21 st century. Public policy must incorporate the requirements of public and private sector stakeholders into transparent programs which plan, mitigate, detect, respond and recover from inevitable disruptions. The central role of transportation modes in the supply chain of goods and people will lead us in discussions on the protection of assets to maintain the supply chain flow. Industry practitioners, policy planners and participants engaged and/or dependent on global travel and acquisition of global goods will gain knowledge and develop skill sets on imbedding security in this critical infrastructure.
Learning Objectives	<ol style="list-style-type: none"> 1. Acquire an understanding of the roles of the Department of Homeland Security's agencies in transportation security 2. Complete case studies which review security in air, surface and maritime modes for passenger and cargo movements 3. Learn some of the economic impact on the private and public sector of security practices 4. Complete a review of transportation security planning by users in multiple industries 5. Understand the role of state and local transportation authorities in security 6. Gain knowledge of transportation integration to secure the supply chain. 7. Become aware of the impact of safety issues on security 8. Gain insight into the overlapping of issues of cargo theft, smuggling and terrorism. 9. Assess the basis of resilience in an enterprise 10. Incorporate Total Security Management methodology
Speakers	<ol style="list-style-type: none"> 1. Government 2. Transporters 3. Associations involved with Homeland Security
Texts	<ol style="list-style-type: none"> 1. "The Resilient Enterprise," Dr. Yossi Sheffi, MIT Press, 2005 2. "Securing Global Transportation Networks," Ritter, Barrett, Wilson, McGraw Hill, 2007

Resources:

National Research Council	Making the Nation Safer Transportation
GAO reports	Federal Action to Help Address Security Challenges; TSA, Actions and Plans to Build a Results Oriented Culture; Maritime Security and Planning Requirements for Effective Security; Aviation Security, Vulnerabilities and Potential Improvements for the Air Cargo System; Rail Security, Some Actions Taken to Enhance Passenger and Freight Rail Security; DHS Efforts to Eliminate Redundant Background Check Investigations; Federal Efforts to Secure

	US Bound Air Cargo in the Early Stages
Critical Infrastructure Protection Project, GMU	Federally funded unit of the National Law and Technology Center
Federal Commissions	National Security Strategy of the USA; Gilmore Commission
Homeland Security President Directives	Presidential Decision Directives
Eyefortransport	Cargo Security Reports (multiple years)
Associations	World Shipping Council; International Cargo Security Council; American Society for Industrial Security; American Trucking Association
I-95 Corridor Coalition	Container and Truck Trailer Security Project
Transportation Research Board	Transit Cooperative Research Program – Transportation Security documents; Critical Issues in Transportation
Dept of Transportation	Federal Transit Administration, Public Transportation System Security and Emergency Preparedness Planning Guide
International Cargo Security Council	Cargo Theft and Contraband
American Society for Industrial Security	Certification of Security Professionals
Journal of Homeland Security	Identification of Core Competencies Required of Crisis and Continuity Managers; Satellite Control and the Future of Container Security
Federal Highway Administration (FHWA)	Intermodal Freight Security and Technology Workshop
Council of Supply Chain Management Professionals	“Securing the Supply Chain.” (Helferich/Cook)
Rand Corporation	Evaluating the Security of the Global Containerized Supply Chain
Deloitte Touche	Transportation Security Survey
Unisys	A Secure Commerce Blueprint
Institute for Infrastructure Assurance	Cascading Infrastructure Failures
AT Kearny	Smart Boxes, RFID can improve Efficiency, Visibility and Security in the Global Supply Chain
American International Security	Identifying Vulnerability – Enhancing Organizational Security in the Post 9-11 World
Homeland Defense Journal	Carver Methodology – Target Analysis and Vulnerability Assessment
Society for Risk Analysis	Risk Analysis Methodologies
Federal Transit Administration	Security and Emergency Management and Technical Assistance
FM Global	The New Supply Chain Challenge - Risk Management in a Global Economy
Knowledge storm	Business Process Innovation: Understanding and Managing Supply Chain Risk
Dept of Homeland Security	Pandemic Influenza – Best Practices and Model Protocols

Class meets twice weekly, Mon and Wed, at 720pm.

Date	Topic	Class Goals	Speaker	Speaker Topic
6/2	<ol style="list-style-type: none"> 1. Introductions 2. Overview of Cargo and Passenger Transportation – Opportunities and Vulnerabilities 	Basics of the industry; Cargo at rest is cargo at risk; interface of cargo and passenger conveyances; Review the Team Project	TBA	
6/4	<ol style="list-style-type: none"> 1. Transportation Security Administration 2. Securing Global Transportation Networks 	Government security responsibilities and initiatives; Private sector responsibilities and initiatives	TBA	
6/9	<ol style="list-style-type: none"> 1. Technology and Transportation Security 2. Securing Global Transportation Networks 	Technology applications and opportunities to secure transportation; global trade management; Total Security Management	TBA	
6/11	<ol style="list-style-type: none"> 1. Container security 2. ISO standards 3. Securing Global Transportation Networks 	Global container trade; Role of World Customs Organization; Role of International Standards Organization; Total Security Management	TBA	
6/16	<ol style="list-style-type: none"> 1. Global procurement risks 2. Resilience of the enterprise 3. The Department of Homeland Security 4. Government initiatives 5. Modal transportation security 	Outsourcing and offshoring; global supply chain risks; Total Security Management; CTPAT and more; The Congress; Aviation security, surface modal security	TBA	

6/18	<ol style="list-style-type: none"> 1. Disasters 2. Business Continuity 	Planning and preparedness for disasters; Tools of Business Continuity; Difference between disaster recovery and business continuity	TBA	
6/23	<ol style="list-style-type: none"> 1. Transportation Security and the National Infrastructure Plan 2. The resilient enterprise 	A review of transportation modalities, their vulnerabilities and preparedness	TBA	
6/25	<ol style="list-style-type: none"> 1. Maritime Security 2. Port Security 3. Intermodal congestion 	Components of maritime security; Government Initiatives; Convergence of security and congestion	TBA	
6/30	<ol style="list-style-type: none"> 1. Securing Global Transportation Networks 	Total Security Management	None	
7/2	<ol style="list-style-type: none"> 1. The Human Factor in Transportation Security 2. Disaster simulation 3. Cargo Theft and Contraband 	Training for preparedness; Cross functional teams Theft: Who? What? Where? Why? When? How?	None	
7/7	Team presentations	Teams A/B		
7/9	Team presentations	Teams C		
7/14	Team presentations	Teams D/E		
7/16	Team presentations	Teams F		
7/21	<ol style="list-style-type: none"> 1. Final paper 2. Course summary 	Presentations on final papers; outlook for transportation professionals in preparedness		

Reading Assignments

Date	Name	Section	Assignment/Discussion
6/2	1. National Research Council	Making the Nation Safer, Transportation Systems, pp. 210-237, http://books.nap.edu/openbook.php?record_id=10415&page=210	What's the challenge?
	2. Congressional Research Service	Transportation Security: Issues for the 110 th Congress; http://www.ncseonline.org/NLE/CRS/reports/06Dec/RL33512.pdf	What can (should) Congress do? (500 words)
6/4	1. Text, Securing Global Transportation Networks	Chap 1;	What is the context? What are the change agents? (500 words)
	2. Wisdom Net	Managing Supply Chain Risk, http://www.wisdomnet.net/documents/whitepapers/SCM_Risk_2006.pdf	How do you define supply chain risk? How do you mitigate supply chain risk?
6/9	1. Text, Securing Global Transportation Networks	Chap 2,3	What are the five pillars? How does TSM create value? (500 words)
	2. Michael Wolfe	"Freight Security and Productivity: Strategy, Technology, Costs and Benefits." http://www.fhwa.dot.gov/download/hep/freightplanning/talkingfreight10_19_05mw.ppt#20	What is smart technology?
	3. Savi Technology	Savi Transportation Security System, http://www.savi.com/products/Savi_TSS_DS.pdf	How does Savi seek to improve transportation security?
	4. TRB Research Paper 274	Executive Summary, Cybersecurity and Freight Information Systems: http://onlinepubs.trb.org/onlinepubs/sr/sr274.pdf	What are the highlights of the Executive Summary?
6/11	1. David Ortiz and Henry Willis, Rand Corporation	Evaluating the Security of the Global Containerized Supply Chain, http://www.rand.org/pubs/technical_reports/2004/RAND_TR214.pdf	How do the three levels of global container activity interact? (500 words)
6/16	1. Text, Securing Global Transportation Networks 2. Customs and Border Protection	Chap 4,6 "Supply Chain Security Best Practices Catalog: http://www.cbp.gov/linkhandler/cgov/import/commercial_enforcement/ctpat/ctpat_best_practices.ctt/ctpat_best_practices.pdf	What is risk management in TSM? How do you protect assets in transit? (500 words) What are the elements of the CTPAT program?

	2. IBM, Stanford University, National Association of Manufacturers	Innovators in Supply Chain Security, http://www-304.ibm.com/jct03004c/tools/cpeportal/files/serve/download28/60833/InnovatorsSupplyChain.pdf?contentid=60833	What are the collateral benefits of supply chain security?
6/18	1. Technology Consulting and Solutions	Business Continuity vs. Disaster Recovery, http://www.plantemoran.com/Services/Consulting/TechnologyConsultingSolutions/Resources/Articles/Business+Continuity+Planning+Are+You+Prepared.htm	What is the difference between BC and DR?
	2. TRB	Emergency Transportation Operations: Resource Guide for NCHRP Report 525, Vol. 6, pp. 1-17, http://onlinepubs.trb.org/onlinepubs/nchrp/nchrp_rpt_525v6.pdf	What are the challenges in activating emergency transportation operations?
	3. Volpe Transportation,	Effects of Catastrophic Events on Transport Systems, Jan 2003; http://transit-safety.volpe.dot.gov/security/SecurityInitiatives/Top20	What can happen when the worst comes true?
	4. Text, Securing Global Transportation Networks	<i>Chap 9</i>	How does TSM affect business continuity planning? (500 words)
6/23	1. Text, The Resilient Enterprise	Section I	How do things go wrong? (500 words)
6/25	1. Homeland Security Council, The White House;	<i>National Maritime Strategy</i> , http://www.whitehouse.gov/homeland/maritime-security.html	How does the Administration view the challenge of the national maritime strategy?
6/30	1. Text, The Resilient Enterprise	Section III	How do you reduce vulnerability? (500 words)
7/2	1. ASIS	Chief Security Officer guidelines, http://www.asisonline.org/guidelines/guidelineschief.pdf	Who is the CSO?
	2. Journal of Homeland Security and Emergency Management	Identification of the Core Competencies of the Crisis and Continuity Manager, http://www.bepress.com/jhsem/vol1/iss1/1/	What does it take to manage continuity and crisis? Are they the same?
	3. Text, Securing Global Transportation Networks	Chap 8, 10	What is the value of human capital in TSM? (500 words) What is the conclusion? (500 words)

	4. Security Magazine	Cargo theft, http://www.securitymagazine.com/DA/Articles/Feature_Article/BNP_GU_ID_9-5-2006_A_1000000000000094706	How do you stop cargo theft?
	Security Executive Council	Measures and Metrics In Corporate Security, https://www.csoexecutivecouncil.com/content/Metrics_Mini_Update_060706.pdf	Can you measure security?
7/7	Team presentations	Individual progress reports on case studies	
7/9	Team presentations	Individual progress reports on case studies	
7/14	Team presentations	Individual progress reports on case studies	
7/16	Team presentations	Individual progress reports on case studies	
7/21	Course summary/final papers		

Additional readings will be assigned as class progresses

Grade composition:

1. Class Participation/Weekly papers@3% – 30%
2. First formal paper – 20% - 3-5 pages, Max of 1500 words – **Due 6/23**
3. Team projects – 25% - Maximum of 1000 words per team member - **Due July 7, 9, 14, and 16. Team Power Point**
4. Case study of a company, organization, industry or association – 25% - 5-7 pages, Max of 2000 words – **Due 7/21**

1. First formal paper – 20% - 3-5 pages, Max of 1500 words – **Due 6/23**
 - a. Review and summary of the TSA Sector Specific Transportation Base Plan
 - b. How does TSA expect to use Strategic Based Risk Management approach?
 - c. What are the difference in the roles of the private and public sectors?
 - d. Critique the Base Plan by comparing or contrasting to one or more of your assigned readings.
 - e. Paper should be submitted electronically. Hard copy is optional
2. Team projects – 25% - Maximum of 1000 words per team member - **Due July 7, 9, 14, and 16. Team Power Point**
 - a. Each team member is assigned a section of the TSA Modal plan which it has chosen
 - b. Utilize the 5W's and H approach – **What** is the plan? **Why** is there a plan? **Where** will plan be carried out? **When** is the plan implemented? **Who** are the stakeholders in the plan? and **How** is the plan to be implemented?
 - c. The Power Point presentation is a summary of each member's contribution. Maximum of 20 slides per team.
 - d. Our goal is 45 mins per team.
 - e. Team paper and power point should be submitted electronically ahead of class. Hard copy is optional.
 - f. Non-participating class attendees should be prepared to engage in Q&A.
3. Case study of a company, organization, industry or association – 25% - 5-7 pages, Maximum 2000 words – **Due July 21**
 - a. The target of the case can be a direct player in transportation security or it can be an indirect player which is impacted by issues of transportation security.
 - b. Format should utilization introduction laying out your intentions, the body of the paper putting forth the substance of the topic and a conclusion which summarizes the body.
 - c. Paper should be submitted electronically. Hard copy is optional.
 - d. Findings and conclusions will be discussed in final class.

Statement on special needs of students (aka: reasonable standard accommodation language), as follows:

If you are a student with a disability and you need academic accommodations, please see me and contact the Disability Resource Center (DRC) at 993-2474. All academic accommodations must be arranged through the DRC.

Please note our new online student journal, as follows:

"New Voices in Public Policy: I will consider nominating the very best papers in this course for publication in *New Voices in Public Policy*. *New Voices* is a student- and faculty-reviewed journal that shares SPP's finest student work with the rest of the world."

SPP Policy on Plagiarism, as follows:

The profession of scholarship and the intellectual life of a university as well as the field of public policy inquiry depend fundamentally on a foundation of trust. Thus any act of plagiarism strikes at the heart of the meaning of the university and the purpose of the School of Public Policy. It constitutes a serious breach of professional ethics and it is unacceptable.

Plagiarism is the use of another's words or ideas presented as one's own. It includes, among other things, the use of specific words, ideas, or frameworks that are the product of another's work. Honesty and thoroughness in citing sources is essential to professional accountability and personal responsibility. Appropriate citation is necessary so that arguments, evidence, and claims can be critically examined.

Plagiarism is wrong because of the injustice it does to the person whose ideas are stolen. But it is also wrong because it constitutes lying to one's professional colleagues. From a prudential perspective, it is shortsighted and self-defeating, and it can ruin a professional career.

The faculty of the School of Public Policy takes plagiarism seriously and has adopted a zero tolerance policy. Any plagiarized assignment will receive an automatic grade of "F." This may lead to failure for the course, resulting in dismissal from the University. This dismissal will be noted on the student's transcript. For foreign students who are on a university-sponsored visa (eg. F-1, J-1 or J-2), dismissal also results in the revocation of their visa.

To help enforce the SPP policy on plagiarism, all written work submitted in partial fulfillment of course or degree requirements must be available in electronic form so that it can be compared with electronic databases, as well as submitted to commercial services to which the School subscribes. Faculty may at any time submit student's work without prior permission from the student. Individual instructors may require that written work be submitted in electronic as well as printed form. The SPP policy on plagiarism is supplementary to the George Mason University Honor Code; it is not intended to replace it or substitute for it.