National Academy of Public Administration
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Cybersecurity and Infrastructure Security Agency
Comprehensive Assessment of CISA's Partnership Models and Progress in Developing a National Cybersecurity Workforce

NATIONAL ACADEMY OF PUBLIC ADMINISTRATION

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Established in 1967 and chartered by Congress in 1984, the Academy continues to make a positive impact by helping federal, state and local governments respond effectively to current circumstances and changing conditions.

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BACKGROUND

The mission of the Department of Homeland Security's Cybersecurity and Infrastructure Security Agency (CISA) is to lead the national effort to protect and enhance the resilience of the nation's physical and cyber infrastructure. An important part of CISA's mission is enhancing education, training, recruitment, and retention of a world-class cybersecurity workforce. CISA's cyber training and workforce planning efforts are managed through the coordinated efforts of Cyber Defense Education and Training; the Office of the Chief Human Capital Officer; Strategy, Policy, and Plans; and the Office of the Chief Learning Officer. CISA partners with other federal agencies; state, local, tribal, and territorial (SLTT) governments; industry; and academia to accomplish its work.

PROJECT DESCRIPTION

As part of the FY 2021 Consolidated Appropriations Act, Congress appropriated funding for a review of CISA's program to build a national cybersecurity workforce. CISA contracted with the Academy to determine the following:

1. What educational and training programs are in place to address current and future U.S. workforce needs for cybersecurity – both what is offered by CISA and other major federal programs? The private sector?

2. What can or should the federal government do to create the workforce needed to meet the nation's short- and longer-term needs for a sufficient workforce with needed cybersecurity knowledge and expertise?

3. Within the larger context, where should CISA/CDET lead in meeting the nation's cybersecurity workforce needs? How well are current initiatives working?

4. What role—played by what entity—will most effectively coordinate and support a government-wide initiative to meet the nation's cybersecurity workforce needs?

The Academy has appointed a Panel of five expert Fellows to oversee and guide this study. Information on the Panel and study team is provided on the next page. The Academy will examine CISA's strategy for developing the nation's cybersecurity workforce and its partnership models through documentary research and interviews with experts at CISA, other Federal agencies, and with experts in SLTT, industry, higher education, and other entities.

The Academy Panel will release a final report with findings and recommendations by January 28, 2022.

PANEL

Daniel Chenok,* Panel Chair, Executive Director, IBM Center for The Business of Government. Former Vice President and Partner, Technology Strategy, Public Sector, IBM Global Business Services; Senior Fellow, IBM Center for the Business of Government; Government Team Lead, Technology, Innovation and Government Reform Policy Committee; E-Government/IT and OIRA Lead, Office of Management and Budget Agency Review Team; President-Elect Obama's Transition Team. Former positions with SRA International: Vice President and Director, Consulting Business Integration; Vice President and Director, Business and Technology Offerings. Former positions with Office of Management and Budget: Branch Chief, Information Policy and Technology; Assistant Branch Chief, Human Resources and Housing; Policy Analyst/Desk Officer. Former Policy Associate, Jobs for the Future; Editor-Researcher, Congressional Office of Technology Assessment.

Karen Evans,* Former Chief Information Officer, U.S. Department of Homeland Security. Former National Director, U.S. Cyber Challenge and Partner, KE&T Partners, LLC; Administrator, Office Electronic Government & IT, Office of Management and Budget, Executive Office of the President; Chief Information Officer, U.S. Department of Energy. Former positions at U.S. Department of Justice: Division Director, Information Systems Management, Office of Justice Programs; Staff Director, Computer Services Staff, Justice Management Division. Former Deputy Director, Farmers Home Administration, Applications Management Division, U.S. Department of Agriculture.

Marilu Goodyear,* Associate Vice Chancellor, University of Kansas. Former Director, School of Public Affairs and Public Administration, University of Kansas, Lawrence; Vice Provost for Information Services and Chief Information Officer, Department of Public Administration, University of Kansas, Lawrence; Associate Dean, University of Kansas Libraries; Senior Associate Director, Associate Professor, Interim Director of Libraries, and Assistant Director for Collection Interpretation, Texas A&M University; Assistant Director for Public Services, University Library, Iowa State University; Assistant Director for Instruction and Research Services, University of Colorado at Denver.

Costis Toregas,* Director, Cyber Security Policy and Research Institute, George Washington University; County Council IT Advisor, Montgomery County MD; Board Member and Treasurer, Ecocity Builders; Board Member and Treasurer, Women in Cybersecurity; Board Member and Finance Director, National Cyber League. Former Content Manager, Abu Dhabi Global Environmental Data Initiative; Adjunct Associate Professor, Department of Public Administration and Policy, American University; Lead Research Scientist, Department of Computer Science, George Washington University; President Emeritus, Public Technology Institute. Former positions with Public Technology, Inc.: President, Vice President, Program Director. Former Consultant, Doxiadis Systems Development Corporation.

Daniel Weitzner,* Founding Director, Internet Policy Research Initiative, MIT; US Deputy Chief Technology Officer for Internet Policy, Office of Science and Technology Policy, White House; Associate Administrator for Policy, National Telecommunications and Information Administration, US Department of Commerce; Member, Obama Biden Transition Team, Visiting Free Speech Professor, Department of Information Sciences and Media Studies, University of Bergen; Visiting Professor, Electronics and Computer Science, University of Southampton; Founder and Director, Decentralized Information Group, MIT Computer Science and Artificial Intelligence Laboratory; Visiting Professor, Department of Computer Science, University of Maryland College Park; Technology and Society Policy Director, World Wide Web Consortium; Co-Founder and Deputy Director, Center for Democracy and Technology; Deputy Policy Director, Electronic Frontier Foundation; Principal Research Scientist, Computer Science and Artificial Intelligence Laboratory, Massachusetts Institute of Technology.

PROJECT STAFF
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