



IHS NEWSLETTER

Key Insights for Security Management Practitioners

This past week, IHS held its first **inaugural Hall of Fame Speaker Series!** This year's conversations challenged long-held assumptions and brought clarity to the evolving role of today's security leaders. Below are the essential knowledge takeaways you can apply immediately within your organization.

Security Leaders Are Business Leaders First

Security practitioners—both physical and cyber—must operate first as business executives. Security strategy is no longer separate from business strategy; it is a key driver of organizational success. Today's leaders must use security doctrine, operations, and risk management to enable business objectives.

Global Security as the Organization's "Connective Tissue"

Successful Global Security teams increasingly serve as integrators across business units. Cross-functional talent—people who understand the organization's goals and can be trained in security—are often the most effective additions to these teams.

The New Reality for CSOs & CISOs

Today's security leaders must ask themselves:

- Am I enabling the business or hindering it?
- Are our security investments aligned to risk tolerance and growth?
- Am I presenting the right metrics to leadership?
- Am I communicating in clear, business-focused language?

Perimeter-Only Security Has Failed

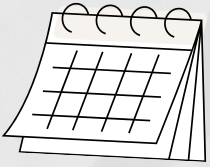
Traditional defense models reliant on layered perimeters are no longer enough. Breaches are inevitable. The focus must shift toward containment, visibility, recovery, and resilience—with strengthened public-private partnerships and clearly defined responsibilities.

Building a National Resilience Doctrine

A future-ready approach to critical infrastructure protection requires:

- Shared accountability frameworks
- Integrated information and intelligence sharing
- A unified resilience doctrine across private and public sectors

As the landscape of critical infrastructure protection continues to evolve, these insights provide a foundation for strengthening organizational resilience and enhancing the role of security as a driver of business success. We look forward to continuing the conversation and supporting practitioners as they implement these strategies in their own environments.



RESEARCH



[Online Research Link](#)



Analysis of the Hospital Preparedness Program

Adam Lee MBA, MS, CEM, & Fidel J. Calvillo

Since 2002, the Hospital Preparedness Program (HPP) has funded efforts to strengthen healthcare systems' readiness for disasters.

States use HPP funds to build coordinated response systems, purchase equipment, conduct training and exercises, and support regional preparedness staff. This analysis reviews how Texas, New York, California, Arkansas, Florida, Minnesota, and Nebraska apply



HPP funding to enhance healthcare resilience. Using open-source data and interviews, it compares each state's approach, highlighting successes, challenges, and lessons learned. Texas receives particular focus for its strong regional model built on coordination, stakeholder engagement, and comprehensive training. Overall, the study underscores the need for adaptable strategies, cross-sector collaboration, and sustained funding to support both HPP providers and broader preparedness efforts. Texas's model serves as a potential blueprint for strengthening statewide healthcare preparedness nationwide.

TEAM MEMBER HIGHLIGHT <<<

Mayra Salas

Graduate Student Assistant



Mayra Salas currently serves as a Graduate Student Assistant in research at the Institute for Homeland Security. She obtained her bachelor's degree in criminal justice, complemented by dual minors in Psychology and Computer Information Systems, from the University of the Incarnate Word. Presently, Ms. Salas is furthering her academic endeavors by pursuing a master's degree in criminal justice and criminology at Sam Houston State University, with an anticipated graduation date in Spring 2026. As a key member of the IHS team, Mayra collaborates with various stakeholders and participates in a wide range of projects throughout the year.

>>> EVENTS <<<

CAREERS IN WATER FOR VETERANS VIRTUAL INFO SESSION

- Date: December 10th, 2025
- Organizer: NextOp and Water4Vets
- Time: 12pm CST
- Venue: Online - Registration Link: [HERE](#)

PODCAST <<<

RESILIENT PLANNING AND FORESIGHT

WITH JULIO GONZALEZ

Safety, security and resilience require planning and agility. They also require partnerships both within a company and between private and public groups - especially in critical infrastructure. This week, we chat with Julio Gonzalez, the CEO of Sentinel Resilience Group, about building resilient frameworks and avoiding silos.

Listen to the Podcast: [HERE](#)

