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Innovation through Collaboration
ISSN: 1572-0977
Publication date: 16 October 2006

Abstract
Recent events such as the terrorist attacks of September 11, 2001 against the United States and the national disaster of Hurricane Katrina demonstrated the acute need for interagency collaboration. Using a semi-inductive method, we conducted two studies with senior homeland security leaders to learn more about organizations' collaborative capacity during the early planning stages. In Study One, we used an interorganizational systems perspective to identify factors that create or deter effective collaboration. Study Two elicited vignettes from a second group of senior homeland security leaders to gain further insights into the ways in which their organizations are successfully building collaborative capacity.

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Effective homeland security requires a more federalist, decentralized approach of working with state and local government and the private sector. This is particularly evident in...
immigration enforcement, which has become a federal embarrassment. In addition, the mission of the Transportation Security Administration should be refocused. This paper provides 35 recommendations for improving homeland security while protecting individual freedoms and economic vitality.