

considered the ways in which a narrative approach can be instrumental in understanding issues including Islamist extremism (Halverson, Goodall & Corman, 2011), the war in Afghanistan (Corman, 2013), and counterterrorism and public diplomacy (Corman, Trethewey & Goodall, 2008).

Organizational communication scholars can also respond to the complexities of terrorism through a consideration of homeland security. When Brian Michael Jenkins of the RAND Corporation testified before the Homeland Security Subcommittee of the U.S. House of Representatives on January 30, 2007, he made it clear that homeland security is, at its heart, a problem of organizational communication. He notes:

Homeland security is not a television show about mysterious government agencies, covert military units, or heroes with fantastic cell phones that summon F-16s. It is an ongoing construction project that builds upon philosophy and strategy to ensure effective organization, establish rules and procedures, deploy new technology, and educate a vast army of federal agents, local police, part-time soldiers, private security guards, first responders, medical personnel, public health officials, and individual citizens. (Jenkins, 2007, p. 1)

For organizational communication scholars, then, critical questions revolve around how to develop communication systems to enhance border security, improve tracking of possible terrorist activities, and develop the ability of first-response organizations—police departments, fire departments, hospitals, military—to act quickly and appropriately in case of terrorist threats or attacks. But organizational communication scholars can go beyond this mandate to consider the role of the individual citizen as he or she encounters this organized effort of homeland security. At times, these questions will concern public relations and crisis communication, as we consider ways in which homeland security issues can be best framed and conveyed to a wide range of people. At other times, these questions will involve how organizations can manage the daily operations of homeland security, such as airport security or the passport application process, in a way that conveys understanding for the frustrations of ordinary citizens. For example, the Spotlight on Scholarship included in Chapter 11 (Malvini Redden, 2013) highlights how standing in airport security lines heightens the emotions of today's travelers. At still other times, organizational communication scholars can contribute by enhancing our understanding of high-level policy debates in which conflicts arise between the need for security and the preservation of civil liberties.

Thus, in terms of the war on terror and in terms of homeland security, our post-9/11 world illustrates the complexity of questions that confront organizational communication scholars and students. These questions include:

- How do terror networks organize, recruit, and socialize members and communicate across time and space?
- What communication systems can and should be put into place to best ensure the security of our borders?
- How can we help prevent our fear of terror from becoming a fear of each other?
- How can we best deliberate policy and make decisions in the changed environment of our post-9/11 world?
- How can communication systems be designed to protect and enhance the well-being of individuals who serve as first responders in the war on terror?