

# ASIS Foundation

## Request for Proposals to Conduct a Study on

### *Security Culture: Evidence-based Model of Concept & Practice*

#### July 2025

The ASIS Foundation is seeking researchers to conduct a study on an important topic related to the security profession and industry to provide an engaging, informative, and actionable report. The audience for this study consists of (1) practitioners in the corporate, organizational, and private security fields and (2) those who are interested in security, such as suppliers, investors, academics, corporate executives, and government policy makers, among others.

#### Key Details

- Proposals are due August 18, 2025
  - Submission questions by August 4, 2025
  - Intentions to submit by August 7, 2025 (optional)
- Awardee announced September 17, 2025
- Draft Report due February 17, 2026
- Final Report due April 27, 2026
- Maximum budget US\$40,000
- Direct questions, submission intention, and proposals to the Project Manager:
  - Polly Karpowicz, polly@karpstrategy.com

## About ASIS and ASIS Foundation

**ASIS International** is a global community of 34,000 security professionals representing all aspects of security, including security risk management, physical security, cybersecurity, and business continuity. ASIS members represent virtually every industry in the public and private sectors, and organizations of all sizes. Association members include chief security officers, security directors, security managers, and entry-level managers, as well as chief executive officers, consultants, product or service suppliers, law enforcement, and military personnel.

**The ASIS Foundation** is a not-for-profit affiliate of ASIS International, which serves the security industry by supporting education and research. The Foundation conducts evidence-based research to help maintain ASIS as a thought leader and to build knowledge. Research is unbiased and conducted by third-party professional research institutions, available free to all ASIS members and paid content for non-ASIS members ([See the ASIS Foundation website for more information](#)).

## Project Overview

**Security Culture** in traditional security literature often cites the need to develop and maintain a strong security culture across an organization; however, there is limited underlying research evidence to define the concept and to support practice of security culture.

A few existing security culture resources provide some useful insight for this research project. In 2018, International Civil Aviation Organization (ICAO) undertook work to articulate security culture for the civil aviation field and provide aviation-focused resources (see <https://www.icao.int/Security/Security-Culture/Pages/default.aspx>). More recently, the UK's National Protective Security Authority (NPSA) has also published work in security culture (see <https://www.npsa.gov.uk/security-culture>). Nevertheless, the security industry would benefit from comprehensive research that defines and provides actionable guidance about developing and sustaining security culture.

To fill this gap, the ASIS Foundation is sponsoring this research project to update and expand evidence-based understanding of security culture concepts and exemplary practices to inform ASIS's global community of 34,000 security professionals and stakeholders who are in every industry across public and private sectors, in organizations of all sizes, involved in all aspects of security, and serve in various roles including chief security officers, security directors, security managers, and entry-level managers, as well as chief executive officers, consultants, product or service suppliers, law enforcement, and military personnel.

## Research Objectives

The ASIS Foundation seeks a research partner who can conduct research on security culture and related best practices with scholarly rigor and prepare a comprehensive report containing evidence-based findings and actionable recommendations in a clear, articulate, and accessible way to ASIS's global community of security professionals and stakeholders. As such, the ASIS Foundation welcomes proposals from researchers from within the security profession and from a wide spectrum of disciplines, fields, and sectors and from research teams formed from multiple organizations.

The selected researcher(s) will investigate how security practitioners can better understand, measure, apply, and enhance security culture within their organization, directed by evidence-based research. The research should also explore and define gaps in knowledge about security culture. The research and resulting report should be relevant to security professionals in all sectors and to a worldwide audience.

The specific topic and methodology may be suggested by the research applicant, but proposed research should consider:

- Research question and background, including current security culture practices, theories, models, frameworks, metrics/KPIs, regulations, standards, guides, or application to relevant global security professionals and to all organizational executives and other general staff who have a role and/or stake in enhancing security culture within their organizations.
- Contemporary definition, language, terminology, understanding, influence, maturity, etc., of security culture, including elements that constitute "security culture."

- Security professionals’ and stakeholders’ current understanding and knowledge of security culture as a concept and of best practices and resources related to developing and sustaining security culture.
- Robust methodological approaches, data collection, and analysis methods in ways that result in and can demonstrate validity and reliability of findings.
- Actionable guidance and recommendations to security professionals and the organizational executives on why and how security culture could more effectively influence their stakeholders and organizations. The proposed research should not focus only on a single security function, such as security management, enterprise security risk management (ESRM), business continuity management (BCM), cybersecurity, or governance and culture.

Some examples of questions within the scope of this research are:

- What constitutes “security culture?” For instance, is it a culture, value or belief, behavior, leadership, governance, management, risk, function, process, philosophy, or other? And, how does this affect security professionals’ ability to measure and apply security culture?
- How can security culture be operationalized? Could this involve employee engagement, leadership support, the integration of security into business processes or similar?
- Is security culture dependent on variables such as company size, country/region, and/or industry? If so, how?
- How may security culture interact or interrelate with other organizational culture/s? For example, does security culture involve human resources, safety, or similar functions?

## Research Outcomes

The research should provide evidence-based findings and considerations about security culture relevant to ASIS’s global community of 34,000 security professionals and stakeholders who are in every industry across public and private sectors, in organizations of all sizes, involved in all aspects of security, and serve in various roles including chief security officers, security directors, security managers, and entry-level managers, as well as chief executive officers, consultants, product or service suppliers, law enforcement, and military personnel.

To that end, research outcomes should be aligned, to the extent possible, with the following value proposition.

*The ASIS Security Culture: Evidence-based Model of Concept & Practice study:*

- Advances security management’s understanding, relevance, and practice of security culture.
- Presents practical, specific, and actionable guidance to global security practitioners.
- Defines the value of security culture in relation to greater security influence.
- Articulates security as a core corporate value rather than as a compliance function or expense.
- Facilitates better threat and risk management through all-staff awareness and engagement.
- Assesses degree to which security culture is a valuable measure within the corporate context.

Expected outcomes will be an evidence-based 30-page guidance report summarizing the research in the context of how organizations and the security professional may better design, develop, apply, enhance,

and maintain a security culture. The report will provide practical, specific, and actionable guidance to global security practitioners, including applicable metrics or Key Performance Indicators (KPIs) to measure the presence of security culture within an organization. The report should present findings and recommendations in a clear, concise, and accessible way to effectively serve as a useful reference guide for all organizational executives and other general staff to consult to learn more about enhancing security culture.

Additional research outcomes include researcher participation in presenting findings at ASIS conferences, a live webinar, and recorded podcast interview. ASIS may also invite researchers to participate in media interviews, industry media coverage, series of short LinkedIn releases, and presentations to other ASIS audiences, chapters, conferences, or similar.

## Research Requirements

The research team will prepare a final report of the research findings and recommendations. The report should be no longer than 30 pages, not counting any appendices, and should be engaging, informative, evidence based, professionally presented (including a table of contents and a clear structure of subheadings), academically sound (with citations), and actionable for its target audience of security practitioners.

The report will be a work for hire, meaning copyright will belong to the ASIS Foundation. The Foundation plans to publish the executive summary of the report for free online. The full report will be available online for free to ASIS members as a member benefit and for a fee to nonmembers and the public. The research organization will be given permission to post and disseminate the executive summary only, but may use the report's methodology, analysis, and findings to publish in academic peer-reviewed journals.

The researchers must warrant that all the content in the report is (1) an entirely original work including images, charts, or other graphics, or (2) that they have obtained and will supply written permission for the ASIS Foundation to use any copyrighted material, including images, charts, or graphics. The report should include, at minimum, the following sections:

- Executive Summary
- Background of the Study
- Literature Review
- Methodology
- Analysis
- Findings and Interpretations
- Recommendations, including further research

The Foundation anticipates that the researcher will present research findings to the industry through the following means:

- Presentations to at least two ASIS-hosted or sponsored global or regional conferences. Researchers are responsible for submitting proposals and for paying travel expenses, which may be included in the proposal budget. Note: complimentary 1-day registration is available at the GSX conference (max 2 researchers).

- Live webinar presentation on report findings, facilitated by ASIS International media.
- Interview with representative of ASIS media outlet for article or blog post.
- Recorded podcast interview on the report, facilitated by ASIS International media.
- PowerPoint slide deck of 8-10 slides containing key findings and data visualizations derived from the report, which ASIS can use or share at its discretion.
- Other means, as mutually agreed upon by the ASIS Foundation and the researcher, such as an academic peer-reviewed journal.

## Proposal Requirements

Proposals should address the required details as outlined below and presented in the sections listed. The main body of the proposal (sections 1-4) should not exceed approximately 15 pages. *Shorter is encouraged.*

### 1. Cover Page

- Proposed project title, submission date, and amount of funding requested (maximum budget of US\$40,000).
- Researcher information: name, organization, mailing address, email address, and telephone number.
- Abstract of the proposed research (maximum 100 words), summarizing (a) the main research question/s, (b) the value of the research to security practitioners, and (c) the design and methods of the proposed research.

### 2. Research Description

- The Researchers shall provide their current:
  - Academic definition of Security Culture (max 50 words).
  - Practitioner structure, framework, or contents of Security Culture (max 50 words).
- What will the research examine (research question).
- What is new, original, and useful about the proposed research to the security industry.

### 3. Methodology

- Explanation of and rationale for the proposed research approach and implementation plans.
- Any theories or conceptual frameworks that will guide the research.
- General data collection methods to be used, such as surveys, in-person or remote interviews, focus groups, site visits, experiments, literature review, etc.
- Summary of anticipated sample frame, sampling strategy, expected size of population sample, and proposed strategies for respondent recruitment and any response incentives, if applicable.
- Information sources and interview subjects: ASIS members, other security professionals, allied industry members, management consultants, product or service providers, etc.
- Analytical approach that will be used to respond to the research question/s.

## 4. Budget

The amount requested should be appropriate to the scope of the research, and within the maximum budget of US\$40,000. The budget should address the following items and explain why each included expense is needed:

- Personnel (researchers, assistants, analysts, etc.), specifying anticipated hours and rates.
- Travel.
- Overhead (when required by the researcher's institution).
- Conference attendance (e.g. registration, accommodation, and travel).
- Other (data costs, other needs).

## 5. Researcher Qualifications, Capacity, and References

- Resumes or vitas of all researchers.
- Statement of the capacity of the researcher(s) or organization(s) to perform the project (experience, staffing, access to necessary expertise, resources, etc.).
- A few examples of prior work (in the form of pdf files or URLs).
- References (names and contact information of people who can discuss the researcher's past work).

## Proposal Submission & Project Timeline

Please format proposals as a **SINGLE PDF file** containing all required elements as requested above and email prior to the below date to Polly Karpowicz, Project Manager, [polly@karpstrategy.com](mailto:polly@karpstrategy.com)

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