

Interdisciplinary Graduate New Curriculum Approval

Non-Expedited New Curriculum

Approved by the
Homeland Security Core Graduate Faculty
On October 11, 2011

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Interdisciplinary units impacted by these changes are:
Security Studies and Master's in Public Administration

New Program Proposal
Basic Program Information

1. Proposing institution: Kansas State University
2. Title of proposed program: Graduate Certificate in Homeland Security
3. Degree to be offered: Graduate Certificate in Homeland Security
4. Anticipated date of implementation: Spring 2012
5. Responsible department(s): Graduate School

Proposal Narrative

Introduction

Events in the world since September 11, 2001 transformed the demands for policy development, planning, preparedness, response and recovery across a broad spectrum of our society involving intergovernmental organizations, military, law enforcement, public health and first responders. Homeland security studies as an emerging field of study connects broad sectors of our society and requires a firm foundation of advanced education for professionals involved in the various homeland security disciplines. This graduate certificate proposal describes the interdisciplinary graduate certificate program educational goals and supporting curriculum as derived from the consolidated inputs of regional homeland security leaders, professionals and practitioners, concerned public and private organizations, and faculty members from K-State and the U.S. Army Command and General Staff College (CGSC). Also contributing were representatives from various government organizations and agencies including the Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), the Department of Defense (DoD), and state and local government.

Development of this proposed homeland security graduate certificate program began in 2008 in response to the growing demand for quality, effective and viable homeland security educational programs to address the educational needs of homeland security leaders and professionals throughout the Midwest. The resultant graduate certificate program will directly contribute to this emerging academic field of study by augmenting homeland security professionals' experience-based knowledge with academic study of the key concepts and organizing principles relevant to the field. Furthermore, it integrates the specialized expertise from both Kansas State University (K-State) and the U.S. Army Command and General Staff College (CGSC), while building upon an already well-established history of collaboration that began in 1989.

Given CGSC's increased emphasis on homeland security, and K-State's increasingly significant national presence and expertise relating to homeland security education and research, the leadership of CGSC contacted K-State leadership regarding a partnership that could lead to a graduate certificate program. Combining CGSC's expertise in civil-military and interagency operations with K-State's specialized expertise in homeland security education and research in such areas as food protection and defense, information and systems assurance and agriculture and biosecurity enabled developers to create a uniquely robust homeland security graduate certificate program. Furthermore, by integrating both military and civilian homeland security professionals in classes, the program will provide students an opportunity to develop the interagency coordination skills and relationships that will serve them well in current and future homeland security or emergency management situations. While the proposed graduate certificate program will be offered by Kansas State University, it is expected that resources will also be drawn from CGSC including, but not limited to, CGSC faculty experts serving

as course lecturers or course instructors (for those who have K-State associate graduate faculty membership).

The K-State/CGSC collaboration initiated an extensive, three-step curriculum development process unmatched by any other existing academic program in homeland security. The proposed graduate certificate program consists of four required courses that were developed based on feedback gathered from 125 homeland security leaders, stakeholders and practitioners attending the 2008 Homeland Security Educational Needs Analysis Workshop co-sponsored by K-State and CGSC (for detailed description see Polson, et.al, 2010). Feedback obtained from focus groups and written questionnaires shaped the core course content that was then matched against existing homeland security education standards suggested by the Homeland Security and Defense Education Consortium (HSDEC), the Department of Defense and the Naval Post Graduate School's Center for Homeland Defense and Security. The four core courses were developed to meet the expressed regional needs and achieve the recommended homeland security educational standards. The developed courses were then examined and validated by homeland security experts to ensure the courses achieved this purpose. A homeland security advisory committee comprising ten homeland security experts was jointly selected by K-State and CGSC to examine the core course syllabi in depth. These members were selected based on their experience in key, senior leadership positions associated with homeland security, homeland defense, or emergency management. Advisory Committee Members include the following:

1. LTG (Ret) Joe Inge, former Deputy Commander U.S. Northern Command.
2. LTG (Ret) Rich Keller, Board Member, U.S. Army Command and Staff College Foundation; former Chief of Staff, U.S. European Command.
3. MG (Ret) Greg Gardner, Supervisory Protective Security Advisor, U.S. Department of Homeland Security; former Kansas Adjutant General (1999 – 2003).
4. Maj. Gen. Lee Tafanelli, The Adjutant General of Kansas; former Program Coordinator, National Agricultural Biosecurity Center, Kansas State University.
5. MG James Hoyer, The Adjutant General, West Virginia.
6. Dr. Chris King, Dean of Academics, U.S. Army Command and General Staff College; subject matter expert on cleanup of hazardous wastes.
7. Dr. Shaun Kennedy, Director of the National Center for Food Protection and Defense (DHS Center of Excellence), University of Minnesota.
8. Mr. Ted Strickler, Executive Director, Col. Arthur D. Simons Center for the Study of Interagency Cooperation; career Foreign Service Officer.
9. Mr. Monte Strait, former Special Agent in Charge, Kansas City Field Office, Federal Bureau of Investigation (2006-2009).

10. Mr. Bert Tussing, Center for Strategic Leadership, U.S. Army War College; Senior Fellow, George Washington University's Homeland Security Policy Institute; Senior Fellow and Adjunct Faculty Member, Long Island University's Homeland Security Management Institute.

To ensure feedback was secured from a broad base of professionals, another five independent curriculum reviewers representing diverse components of homeland security (i.e. public and mental health, critical infrastructure, non-governmental agencies) were invited to review the proposed curriculum to ensure that the education needs for their respective areas were also met by the proposed curriculum. The following representatives acted as independent curriculum reviewers:

1. Mr. Dan Hay, Infrastructure Coordinator, Kansas Homeland Security
2. Mr. Larry Kettlewell, Chief Information Security Office, State of Kansas
3. Mr. Mike McNulty, Center for Public Health Preparedness, Kansas Department of Health and Environment
4. Mr. Tom Pletcher, COMCARE Clinical Director (community mental health program)
5. Ms. Dee Smith, Salvation Army Emergency Disaster Services (non-governmental)

These two groups provided written feedback via surveys and also participated in an in-depth telephone interview conducted after all survey results had been analyzed. Finally, in 2011 a follow-on homeland security symposium was sponsored by K-State and CGSC with many of the 2008 workshop attendees present. Symposium participants were asked to complete a written survey seeking their inputs regarding homeland security education. Specifically, they were asked to identify what they believed to be core professional competencies required by everyone involved in delivering homeland security and to describe emerging trends that they believed may change the challenges of homeland security professionals. Upon review of the course syllabi, it was determined that the examination of these trends had been incorporated into the courses.

Kansas State is contributing significantly to homeland security through its nationally recognized education and research programs. The proposed graduate certificate program integrates these and related capabilities into a quality, broad-based program that prepares homeland security professionals for the wide spectrum of roles, responsibilities and challenges they face in the complex homeland security environment.

A. Statement of the Educational Objectives of the Certificate Program

The proposed homeland security graduate certificate program provides experiences that ensure homeland security professionals will acquire knowledge, develop skills, and establish beliefs and attitudes in the following core areas:

- Demonstrate knowledge and skills of the interdisciplinary nature of Homeland Security functions, organizational structures and operations of public and private agencies.
- Identify and analyze homeland security threats in order to forecast the risks, types, and orders of magnitude of homeland security threats most likely to confront the private and public entities and the American people.
- Develop plans, policies, procedures, and protocols to allow seamless agency integration from prevention to incident response scenarios in compliance with Homeland Security Presidential Directives and National Strategy for Homeland Security.
- Demonstrate graduate level writing abilities.
- Demonstrate the ability to collaborate and work effectively in teams.
- Articulate and recognize ethical responsibilities of professionals in Homeland Security.

B. Certificate Program Courses

The Graduate Certificate in Homeland Security consists of 12 credit hours in required courses:

- GRAD 850 Foundations of Homeland Security – 3 Credit Hours
- GRAD 851 Homeland Security Threats - 3 Credit Hours
- GRAD 852 Organizations Amid Crisis – 3 Credit Hours
- GRAD 853 Homeland Security Processes and Management – 3 Credit Hours

Course Descriptions

GRAD 850 Foundations of Homeland Security

This introductory course provides the foundational framework for the Homeland Security program and surveys the major policies, practices, concepts, and challenges confronting practitioners in Homeland Security. Topics include an overview of threats to homeland security and an introduction to the roles, functions, and policies of organizations and government structures at the federal, tribal, state, and local levels. The National Response Framework (NRF) and National Incident Management System (NIMS) are studied.

GRAD 851 Homeland Security Threats

Students will understand the various types of disasters, methodologies of disaster recovery, and roles and responsibilities of Federal, State, and local government. It will address the impact of disasters, including acts of terrorism, to include economic, physical, emotional, and psychological effects. Students will understand how disasters affect society, risk mitigation strategies, and how the levels of government coordinate to address disaster impacts.

GRAD 852 Organizations Amid Crisis

The fundamental concepts and subject areas necessary for an organization to address in preparing for catastrophic emergency events and other events encountered by organizations as a result of homeland security are examined. It outlines the organization and practical steps required to develop an effective crisis response plan. The relationships between private and public service organizations, including governmental, nonprofit, and hybrid types are studied.

GRAD 853 Homeland Security Processes and Management

Students will understand strategic, political, legal, and organizational challenges associated with the defense of the U.S. homeland, efforts that are under way to meet these challenges, and possible policy options. Intergovernmental responsibilities and relationships of local, state, and federal agencies in an “all-hazards” approach to disasters are emphasized. Major policy and regulatory issues of emergency management, including the role of the military in response to disaster operations, are examined.

C. Statement of How the Courses are Associated with the Certificate

Each of the four courses were developed specifically for the graduate certificate program in homeland security. Members of the K-State interdisciplinary homeland security team and a CGSC faculty member currently teaching elective hours in the CGSC homeland security track were responsible for outlining content to be addressed in each of the four courses. The content selected was shaped by the feedback gathered at the 2008 Homeland Security Needs Analysis Workshop through participant focus groups and written surveys. Nationally and regionally recognized homeland security experts serving as members of the homeland security advisory board and as independent curriculum reviewers were responsible for determining whether the course syllabi successfully integrated the fourteen core common areas identified at the 2008 needs analysis workshop. This ensured that the graduate certificate program contained a fundamental homeland security “core” needed by all students. It was also determined that the critical areas of homeland security education, as identified by Supinski (2009) and the Naval Postgraduate School Center for Homeland Defense and Security (2009) were also addressed. These included (a) administering homeland security, (b) the private sector and homeland security, (c) terrorism: causes and consequences, (d) strategic communications, (e) emergency management, (f) research and analysis, (g) critical infrastructure, (h) strategic planning, (i) law and policy, and (j) intelligence, and technology. Thus, the comprehensive validation of course syllabi by recognized homeland security experts clearly shows that the courses achieve the graduate certificate program purpose: to provide students with a comprehensive, broad, and holistic understanding of the principles of homeland security.

D. Statement of Need

Currently, educational opportunities for homeland security professionals in the Midwest are limited. The Center for Homeland Defense and Security’s

University and Agency Partnership Initiative website currently lists 321 homeland security-related programs in the United States, including undergraduate and graduate programs delivered in face-to-face, online, and blended modes. However, only 14 schools in the Midwest offer graduate certificate or masters degree programs (see Table 1). Of these, only 4 are research universities classified as high or very high research activity institutions as designated by the Carnegie Foundation. For many prospective students, the only reasonable option is to attend an online program without direct face-to-face interaction with faculty and other students. A regional program for which face-to-face instruction is the primary delivery mode will provide an appealing alternative to current online options.

Table 1. Midwest Schools Offering Graduate Certificate or Master’s Degree Programs

School City, State	Program
North Dakota State University ^a Fargo, ND	Master of Arts Emergency Management (F2F) Master of Arts Criminal Justice (F2F)
Purdue University, ^a Homeland Security Institute West Lafayette, IN	Area of Specialization in Homeland Security (includes 2 graduate-level homeland security courses plus electives in the student’s major area) (F2F)
University of Minnesota ^a Minneapolis, MN	Master of Science in Security Technologies (F2F)
University of Illinois at Chicago ^a Chicago, IL	Certificate in Emergency Management and Continuity Planning (Online)
Adler School of Professional Psychology Chicago, IL	Master of Arts in Police Psychology (Blended)
Benedictine University Lisle, IL	Masters in Public Health with a Concentration in Disaster Management (Online)
Capella University Minneapolis, MN	Master of Science in Public Safety with Emergency Management Specialization (Online)
Park University Parkville, MO	Master in Public Administration with a concentration in Disaster & Emergency Management (F2F or Online) Certificate in Public Administration, Disaster and Emergency Management (F2F or Online)
Siena Heights University Adrian, MI	Master of Arts in Homeland Security (F2F) Master of Arts in Emergency Management (F2F) Master of Arts in Nuclear Power (F2F)
Southwestern College Wichita, KS	Master of Science in Security Administration (Online)
University of Findlay Findlay, OH	Masters in Environmental, Safety and Health Management (F2F) Graduate Certificate in Emergency Management and Safety and Health Management (F2F)
Upper Iowa University Fayette, IA	Master of Public Administration with Homeland Security Emphasis (Online)
Webster University St. Louis, MO	Master of Arts in Business and Organizational Security Management (Online)
Western Illinois University Macomb, IL	Graduate Courses in Public Health Preparedness (F2F)

Note: Table includes graduate certificate and masters degree programs offered by schools in the Midwest region including the states of MI, OH, IL, IN, MO, MN, IA, WI, ND, SD, NE, and KS. (Source: CHDS UAPI Website at <http://www.chds.us/?partners/institutions> accessed on September 11, 2011)

^a Research University/Very High Research Activity (Source: Carnegie Foundation for the Advancement of Teaching Website at <http://www.carnegiefoundation.org/> accessed on September 11, 2011)

The proposed homeland security graduate certificate will be marketed to two specific audiences: regional homeland security professionals as well as military officers attending the U.S. Army Command and General Staff College (CGSC). Annually approximately 1400 individuals attend CGSC, many of whom will complete graduate degrees. The students consistently report the desire to pursue graduate coursework from a civilian educational institution rather than pursuing the Master's of Military Arts and Sciences which can be attained while attending CGSC. Besides K-State, two other institutions are approved by the installation to offer graduate programs on post. Currently there are no graduate certificate programs offered nor is there a program focusing specifically on homeland security despite the fact that many students have expressed an interest in such a program. This has not been overlooked by the leadership of CGSC who strongly believes the nation's homeland security can be enhanced by providing opportunities for homeland security professionals to study alongside military members responsible for homeland defense and civil support. It was this belief that provided the impetus for CGSC to seek a partnership with K-State in providing a homeland security graduate certificate program. Few, if any, homeland security graduate programs in the U.S. have had the opportunity to integrate the expertise of both a civilian and military institution in such a complementary manner.

When a randomly selected group of CGSC students were asked to respond to an electronic survey distributed by the CGSC Quality Assurance Office about their interest in pursuing a homeland security graduate certificate program, over 46% indicated they definitely would have been interested; another 31 percent indicated they would have possibly been interested. Thirty-four percent indicated they were considering a career in some area of homeland security upon separation from the military and another 49% suggested they were considering this as a potential career pursuit. When asked if a degree in homeland security would enhance their employability, 48% indicated that they believed that it would; another 32% reported it possibly could impact their employment opportunities. These responses support the viability of offering a homeland security graduate certificate program on post.

In order to meet the end goal of our partnership with CGSC for this graduate certificate in homeland security, namely to have military officers taking course alongside homeland security professionals, it will also be marketed to regional homeland security professionals. The two homeland security events sponsored by K-State and CGSC at Ft. Leavenworth had over 100 homeland security professionals present with no marketing efforts beyond individual letters sent to potential attendees. Their survey feedback clearly indicated there was a strong support for the proposed graduate certificate program and that there was unmet educational need for the program amongst homeland security professionals.

Although Table 1 indicates that Upper Iowa University, an approved Ft. Leavenworth on-post education provider, has a master's degree in public administration with a homeland security emphasis, they do not offer any graduate programs at their Ft. Leavenworth site. Park University offers a masters degree and

a graduate certificate in publication administration with a focus on disaster and emergency management; however, the university is not an approved on-post educational provider. Although Park University is located in close proximity to Ft. Leavenworth, its program is narrowly focused on emergency management and safety and health management and would not meet the academic needs of many homeland security professionals nor would it be easily accessible for a CGSC student to attend. Given that these two university programs are unavailable for on-post enrollments and that they appeal to a specialized segment of homeland security providers, there remains a strong need in the homeland security community for the proposed K-State graduate certificate program which will initially be offered at Ft. Leavenworth.

E. Description of the Certificate Program Administration

As with other graduate certificate programs, the proposed interdisciplinary graduate certificate program will be administered by the Graduate School of Kansas State University, and, as such, will be monitored on a regular basis in the same manner as other graduate and graduate certificate programs.

Administrative oversight of the certificate program will be provided by Dr. Cheryl Polson, K-State's Ft. Leavenworth Graduate Program and Outreach Director. The Homeland Security Graduate Certificate Coordinator, Dr. Nicholas Krehbiel (Research Associate, Graduate School), will have primary responsibility for administering the program, to include program marketing, oversight of student admissions, academic advising and portfolio review. This will be in coordination with the support of the interdisciplinary Advisory Council listed in Section G.

To gain admission, students will complete the online Graduate Application form requesting admission to the Homeland Security graduate certificate as a non-degree student. The Graduate School will forward the application to the Graduate Certificate Coordinator. The Certificate Coordinator will then form an Admissions Committee that will screen applications for admission as non-degree students and then forward to the Graduate School recommendations for admission. Admission requires evidence of a bachelor's degree from an accredited university with a grade point average above 3.0 on a 4.0 scale in the last 60 hours of formal course work.

Students who are currently admitted to a graduate degree will also complete the online Graduate School application for admission to the Homeland Security graduate certificate program. Students must be in good academic standing and have a minimum 3.0 grade point average to be considered for admission. The same admission process as described above will be used to admit these students.

To ensure that a student's progress towards certificate completion is not jeopardized by a language barrier, international applicants whose native language is not English must demonstrate competence in the English language by achieving a satisfactory score on the Test of English as a Foreign Language (TOEFL; internet-based exams must have a minimum total score of 79 with no part score below 20 on the reading, listening and writing sections; paper-based exams must have a minimum total score of 550 with no part score below 55 on reading or listening

sections and a TWE score of 5.0 or higher), the International English Language Testing System (IELTS; minimum total score of 6.5 with part scores of 6.5 or higher on reading, listening and writing sections), or Pearson Test of English (PTE; minimum total score of 58 with part scores of 58 or higher). An applicant who has received a degree in the last two years from a United States college or university is exempt from this requirement.

F. Estimated Budget

Income*:

	Students	Tuition Fee	Admin Fee	Cr Hrs/Yr	Total
Year 1	10	431.50	100.00	12	63,780.00
Year 2	15	431.50	100.00	12	95,670.00
Year 3	20	431.50	100.00	12	127,560.00

*In addition to tuition and fees funds are available from a sub-contract from the Command and General Staff College Foundation, Inc. that paid for the development of the curriculum and the Foundation Course and the faculty salary for the first two courses to be offered. These funds are available for the first six months of the graduate certificate program.

Expenses:

Tuition and an administrative fee will generate the revenue required to fund program expenses. Faculty salaries will be paid through tuition; the administrative fee will be used fund the salary for the Certificate Coordinator and to cover all expenses related to program administration, promotion, advising and assessment.

G. Names of Faculty Associated With or Contributing to the Certificate Program

This graduate certificate program proposal reflects the efforts of an interdisciplinary Advisory Council comprised of K-State and Ft. Leavenworth personnel including the following individuals:

- Dr. Cheryl Polson, Ft. Leavenworth Graduate Program and Outreach Director and Associate Dean of the Graduate School, Professor, College of Education
- Dr. Nicholas Krehbiel, Research Associate, Graduate School
- Dr. Curtis Kastner, Director, Food Science Institute, Professor, Department of Animal Sciences and Industry
- Dr. Abbey Nutsch, Assistant Professor, Food Safety and Security, Department of Animal Sciences and Industry
- Dr. Gurdip Singh, Department Head and Professor, Computing and Information Science
- Dr. Craig Stapley, Director of the Security Studies Graduate Program, Assistant Professor, Political Science

- Craig Beardsley, Program Administrator, National Agricultural Biosecurity Center
- Charlie Griffin, Assistant Research Professor, School of Family Studies and Human Services

The following individuals from Ft. Leavenworth, who also maintain K-State graduate faculty status, were also involved in the course development and refinement:

- Dr. Tom Cioppa, Deputy Director, Training and Doctrine Command Analysis Center, Ft. Leavenworth, KS (retired)
- Dr. John Persyn, Assistant Professor, U.S. Army Command and General Staff College

The majority of the individuals listed above have had extensive involvement in the homeland security graduate certificate curriculum development process. All but two were involved in the 2008 homeland security needs analysis workshop and the 2011 homeland security symposium and the development of core course content.

Collectively the K-State team members created the course development plan for the Foundations of Homeland Security course. This web-based course (the only one of the four) will consist of captured lectures from campus-based homeland security experts, CGSC faculty, faculty from Ft. Leavenworth's School of Advanced Military Studies, and homeland security professionals. While the Graduate Certificate Coordinator will be responsible for overall management, assessment, and grading within the Foundations course, various subject matter experts and interdisciplinary team members will contribute reading assignments, lecture content, and assessment measures for each of the seven course content areas. For example, Dr. Nutsch will contribute to the Agriculture and Food Safety emphasis; Craig Beardsley, along with guest speakers, will contribute to the Policies, Strategies and Legal Issues; and Dr. Singh will contribute to the emphasis area on Information Management and Cyber Security. In instances where a content area includes military-specific topics (i.e. policies, strategies and legal issues), Ft. Leavenworth-based experts will also provide lectures and/or other course content. In this way, the program will model the interdisciplinary nature of the homeland security operational setting in which military and civilian interagency partners work together and communicate effectively with each other.

The three remaining courses will be taught by faculty who have K-State graduate faculty status. As indicated earlier, except for the web-based course, this program will initially be offered face-to-face at Ft. Leavenworth, which means it is highly likely we will want to use the expertise of our Ft. Leavenworth faculty who have K-State graduate faculty membership. In addition to the two Ft. Leavenworth faculty members who assisted in the course development, Dr. Dan Cox, who is an associate professor of political science with the School of Advanced Military Studies at Ft. Leavenworth, also has K-State graduate faculty membership. He has previous experience teaching homeland security courses in a civilian institution and clearly

understands the interface between the military and civilian homeland security professionals. The inclusion of these Ft. Leavenworth faculty adds a unique dimension to the K-State Homeland Security Graduate Certificate Program that distinguishes it from other civilian-only, military-only, and single-agency focused programs. As a result, students in this program will gain a depth of understanding about homeland security interagency operations unrivaled by their peers in other homeland security graduate programs.

H. Program Coordinator

As previously discussed, the Certificate Coordinator will be Dr. Nicholas Krehbiel who is employed as a Research Associate in the Graduate School working on the Command and General College Foundation, Inc. Homeland Security Program Development Grant.

I. Student Learning Outcomes and Assessment Plan for the Program

This section provides an overview of the assessment plan and student learning outcomes. A comprehensive Homeland Security Graduate Certificate Program Assessment Plan, containing the Student Learning Outcome Alignment Matrix and Assessment Rubrics, is attached. The assessment plan has already been approved by the Graduate Council.

Student Learning Outcomes

The Homeland Security Graduate Certificate Program provides experiences that ensure Homeland Security professionals will acquire knowledge, develop skills, and establish beliefs and attitudes in the following core areas:

Knowledge & Skills

- 1. Demonstrate knowledge and skills of the interdisciplinary nature of Homeland Security functions, organizational structures and operations of public and private agencies.*
- 2. Identify and analyze homeland security threats in order to forecast the risks, types, and orders of magnitude of homeland security threats most likely to confront the private and public entities and the American people.*
- 3. Develop plans, policies, procedures, and protocols to allow seamless agency integration from prevention to incident response scenarios in compliance with Homeland Security Presidential Directives and National Strategy for Homeland Security.*

Skills

- 4. Demonstrate graduate level writing abilities.*
- 5. Demonstrate ability to collaborate and work effectively in teams.*

Attitudes and Professional Conduct

6. *Articulate and recognize ethical responsibilities of professionals in Homeland Security.*

Assessment Strategies

Course objectives will be aligned with each Student Learning Objective (SLO) by the instructors.

Direct Measures

Students in the Homeland Security Graduate Certificate Program will be required to compile a portfolio of artifacts which document their learning throughout the program and illustrate achievement of the SLOs.

Examples of standard written assignments in each course:

- Homeland Security Threats: The 20-25 page research paper on topic of choice.
- Foundations of Homeland Security : Final Exam and Final paper
- Homeland Security Processes and Management: 1) Paper on legal or policy implications on homeland security processes and management 2) Paper on communications, intelligence, or critical infrastructure implications on homeland security process and management.
- Organizations Amid Crisis: Final Paper and Final Exam

Examples of standard group assignments:

- Homeland Security Processes and Management: Group presentations

All learning outcomes will be assessed through two components of the portfolio. The first component consists of artifacts to demonstrate satisfaction of the SLO from courses completed (assignments contained within the courses). The second component is a narrative summarizing the student's evidence of knowledge, skills, and attitudes related to the field. A rubric for assessing each component of the portfolio will be used. Rubric is Appendix B of the Assessment Plan.

Portfolio

Students will select two artifacts which they believe addresses learning outcomes 1, 2, 3, 4 and 6. SLO5 should be addressed with group papers or presentations, and copies of the completed teamwork rubrics. Students should also include teamwork rubric feedback from peers and faculty using the Teamwork Rubric (Appendix C of the Assessment Plan). Students will write a reflection paper articulating how they believe these artifacts fulfill the student learning outcomes and any additional information they believe demonstrates their accomplishing all the SLOs (1-6). Portfolios will be due at least four weeks prior to program completion.

The portfolios will be evaluated by the Certificate Coordinator, in consultation with course instructors, based on the Portfolio rubric (Appendix B of the Assessment Plan). The portfolio will be reviewed in total to address all SLOs.

Indirect Measures

All students will complete a self-assessment survey (Appendix D of the Assessment Plan) of their progress in the acquisition of knowledge, skills, and attitudes. Survey will be created using Axio and an email distribution for those completing the certificate program will be created each semester with reminder emails set at every 3 days.

Student Sample

All students completing a certificate and submitting a portfolio will be included in the program assessment process. Scores from the rubrics will be compiled for the academic year and reported by the total group and by disaggregated groups (as appropriate).

Timetable

Data from each of the measures will be compiled at the conclusion of each semester in an aggregated format (results for all students for that year). Data will be reported and reviewed at a regularly scheduled interdisciplinary team meeting early in the fall. Should numbers of students be sufficient to disaggregate, possible meaningful categories will be considered (e.g. admission criteria, location). All homeland security faculty members involved in the certificate program will review the results and make recommendations for program revisions.

Post Completion Surveys

A follow-up survey will be created and sent to certificate program completers one year and three years after program completion to assess the usefulness of the degree components to professional practice.

Results and Review of Assessment Strategies

Data will be collected each semester students conclude the certificate program from the completed portfolio rubrics and the students' self-assessment surveys. Each SLO will be analyzed by score on rubrics. The SLO will be deemed as achieved if the average rate is at least 3.0 in a 4.0 system. A course objective alignment matrix (demonstrating how each course objective is a subset of one of the SLOs) will be prepared by the instructors to ensure that all courses are in alignment with SLOs. Faculty will review this matrix along with portfolio and student self-assessment ratings to make sure all SLOs are being properly addressed within the curriculum. If the average rating on any SLO is found to be below the set standard of 3.0, then the faculty will analyze the content of courses where the SLO is addressed and implement adjustments to the curriculum.

The follow-up survey will be used to assess whether the curriculum is meeting the needs of the workforce. This survey data will be reviewed annually with the interdisciplinary faculty team. If the program is found to be missing major

issues with the professional practice, then instructors will review the program in detail from admission standards through curriculum. The faculty will research other homeland security graduate certificate programs for comparison data as well as the proposed standards currently under development by the Homeland Security and Defense Education Consortium Association. The program will be modified as determined necessary by the faculty.

J. Endorsements

The administrators of the Master's of Art in Security Studies program were sent the above proposal on September 16th to seek their feedback regarding the proposal and were given until September 28th to provide their feedback and none was received.

References

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