



TOPIC: University of Maryland University College: Bachelor of Science in Public Safety Administration

COMMITTEE: Education Policy and Student Life

DATE OF COMMITTEE MEETING: January 16, 2013

SUMMARY: The proposed program is intended to replace existing Bachelor of Science programs in Emergency Management, Homeland Security, and Fire Service Administration, and a proposal to discontinue those existing programs will be submitted upon receipt of approval of the current proposal. The proposed major in Public Safety Administration will develop the knowledge, skills, and abilities needed for leadership and administration in those occupations and organizations that provide public safety. The curriculum is designed to provide students with a global outlook, interpersonal skills, leadership abilities, an awareness of current issues, and management competencies including strategic planning, risk management, public policy administration, program development and implementation, ethics, and supervision. Graduates of the program will have the knowledge and skills to serve as public safety leaders in both the public and private sectors.

The target audience for the Public Safety Administration program includes existing employees in the specific disciplines (emergency management, homeland security, and fire service administration) and entry-level employees who are just entering the field as a first occupation or occupational change, including military personnel returning to the civilian labor force.

The continued growth of UMUC's existing undergraduate programs in Emergency Management, Fire Service Administration, and Homeland Security major indicates a strong market demand. The current enrollment in these majors is 283 students in Emergency Management, 141 in Fire Service Administration, and 817 in Homeland Security. The proposed program will replace these three existing majors and will absorb the students into one streamlined curriculum.

ALTERNATIVE(S): The Regents may not approve the program or may request further information.

FISCAL IMPACT: No additional funding is necessary. The program will be supported through tuition.

CHANCELLOR'S RECOMMENDATION: That the Committee on Education Policy recommend that the Board of Regents approve the proposal from the University of Maryland University College to offer the Bachelor of Science in Public Safety Administration.

COMMITTEE RECOMMENDATION: Approval

DATE: January 16, 2013

BOARD ACTION:

DATE:

SUBMITTED BY: Joann A. Boughman

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UNIVERSITY SYSTEM OF MARYLAND INSTITUTION PROPOSAL FOR

- New Instructional Program**
 Substantial Expansion/Major Modification
 Cooperative Degree Program

University of Maryland University College
Institution Submitting Proposal

Bachelor of Science in Public Safety Administration
Title of Proposed Program

Bachelor of Science
Degree to be Awarded

Fall 2013
Projected Implementation Date

2102
Proposed HEGIS Code

44.0401
Proposed CIP Code

The Undergraduate School
Department in which program will be located

**Cynthia Davis,
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Marie A. Cini
Signature of President or Designee

12/20/12
Date

**University of Maryland University College
Bachelor of Science in Public Safety Administration**

University of Maryland University College (UMUC) proposes to offer a new academic degree program, the Bachelor of Science in Public Safety Administration. The degree will require successful completion of 120 semester hours of coursework including 33 semester hours in the major.

The proposed program is intended to replace existing Bachelor of Science programs in Emergency Management, Homeland Security, and Fire Service Administration, and a proposal to disestablish those existing programs will be submitted upon receipt of approval of the current proposal.

The major in Public Safety Administration will develop the knowledge, skills, and abilities needed for leadership and administration in those occupations and organizations that provide public safety. The curriculum is designed to provide students with a global outlook, interpersonal skills, leadership abilities, an awareness of current issues, and management competencies including strategic planning, risk management, public policy administration, program development and implementation, ethics, and supervision. Graduates of the program will have the knowledge and skills to serve as public safety leaders in both the public and private sectors. In addition to a comprehensive offering of core courses, the program will align well with a minor in a related field, such as emergency management, fire service administration, or homeland security.

Mission

The mission of University of Maryland University College is to offer top-quality educational opportunities to adult students in Maryland, the nation, and the world, setting the global standard of excellence in adult education. By offering academic programs that are respected, affordable and accessible technologically and through a variety of face-to-face formats, UMUC broadens the range of career opportunities available to students, improves their lives, and maximizes their economic and intellectual contributions to Maryland, the nation, and the world.

This mission is rooted in UMUC's institutional purpose as stipulated by State statute (Md. Education Code Ann. § 13-101(2012)); specifically that the university shall:

- (1) Operate as Maryland's open university, serving nontraditional students who reside in Maryland, the United States and around the world;
- (2) Provide the citizens of Maryland with affordable, open access to higher education;
- (3) Continue as a leader in distributed education.

As the public state and national leader in distance and distributed education, UMUC awards associate's, bachelor's, master's and doctoral degrees, as well as undergraduate and post-baccalaureate certificates. The university's academic inventory offers programs that are core to any public university, but UMUC's mission to the adult student results in an emphasis on workforce relevant programs. Consequently, the university awards degrees and certificates in the

arts and humanities, behavioral and social sciences, business and management, health-related fields, computing, education and technology, including degrees in fields facing critical shortages, such as cybersecurity, information assurance and graduate level teacher training in STEM areas. As part of its emphasis on workforce needs, UMUC offers non-credit professional development programs such as those in executive leadership and, through its Inn and Conference Center and its Largo facility, hosts professional conferences and meetings that support the economic and societal needs of the State.

The proposed Bachelor of Science in Public Safety Administration supports UMUC's mission-based focus on workforce relevant programs in supporting higher education for the first-responder/public safety community, which is a recognized growth segment in the labor force. The focus on the leadership, administration, and management of public safety is a natural extension of UMUC's successful existing programs in emergency management, fire service administration, and homeland security. The completion of the Bachelor of Science in Public Safety Administration will provide a pathway for those individuals working in the first responder disciplines to develop leadership skills and obtain academic credentials, while also providing a pathway for those individuals interested in entering the disciplines or moving into the disciplines for a new career in order to become more qualified for employment.

Rationale and Need for the Proposed Program

The proposed degree program is intended to replace existing Bachelor of Science programs in Emergency Management, Homeland Security, and Fire Service Administration, thus streamlining the curriculum and reducing costs while providing broader and more flexible career opportunities for students. Students in the existing programs of Emergency Management, Fire Service Administration, and Homeland Security will be able to complete their current degrees since the courses will continue to be offered, but new students will enter the new program.

The proposed Bachelor of Science in Public Safety Administration is intended to offer an opportunity for students with interest in the various public safety disciplines to develop leadership, administrative, and management knowledge, skills, and abilities that would support their professional development. The program focus and program outcomes are based on a blend of the discipline-specific programs in Emergency Management, Homeland Security, and Fire Service Administration currently offered by UMUC. The proposed program in Public Safety Administration is designed to support career development into a leadership role in the administration of public safety, either in the public or private sectors.

The target audience for the Public Safety Administration program includes existing employees in the specific disciplines (emergency management, homeland security, and fire service administration) and entry-level employees who are just entering the field as a first occupation or occupational change, including military personnel returning to the civilian labor force. The Bachelor of Science in Public Safety Administration supports the goals of the *State Plan for Post-Secondary Education*, including a focus on increasing diversity in the public safety workforce, providing professional development in a growing occupational area, and developing a higher education program in both an online and hybrid delivery format that supports the learning needs of the adult student.

The development of the Bachelor of Science in Public Safety Administration is clearly supported by a growing emphasis and need for public safety employees with knowledge, skills and abilities in leadership, administration, and management. There is a recognized need to develop the training and education to support the professional development of public safety leaders. The public safety community continues to be a primary area supporting diversity-based opportunities for minority employment in both the public and private sectors.

Market Demand

The continued growth of UMUC's existing undergraduate programs in Emergency Management, Fire Service Administration, and Homeland Security major indicates a strong market demand. The current enrollment in these majors is 283 students in Emergency Management, 141 in Fire Service Administration, and 817 in Homeland Security. The proposed program will replace these three existing majors and will absorb the students into one streamlined curriculum.

Recent curricular reorganizations by Empire State (SUNY), Florida Atlantic University, St. Petersburg College, and University of Maine-Fort Kent in the past two years indicates the beginning of a national trend toward broader based programs in this discipline. UMUC's proposed curriculum streamlining is supported by the Undergraduate School's Homeland Security Advisory Council, which was founded in 2009 to provide external advice to the Emergency Management, Fire Service Administration, and Homeland Security programs. A complete list of the members of the Council is found in Appendix A. The curricular change is also supported by UMUC's many adjunct faculty members who hold concurrent positions in key government agencies as well as in the private sector.

The Bureau of Labor Statistics projects a 12 percent growth in public safety related positions between 2010 and 2020, coupled with increasing compensation.¹ This provides both an increasing number of students interested in entering the field as well as an increasing number of individuals already in the discipline seeking academic degrees in order to qualify for promotion. The *US News and World Report* identified emergency service related professionals as one of the 50 best job growth areas for 2011.²

A November 2000 article titled "Developing Degree Programs in Disaster Management: Some Reflections and Observations" in the *International Journal of Mass Emergencies and Disasters* discusses certification, accreditation and the need for educated professionals:

"The push for professionalization, certification, and accreditation within the field by such organizations as the International Association of Emergency Managers (IAEM), FEMA, National Emergency Management Association (NEMA), and state disaster management organizations all continue to increase the need for well educated professionals."³

¹ Occupational Outlook Handbook, <http://www.bls.gov/ooh/about/data-for-occupations-not-covered-in-detail.htm#protectiveserviceoccupations>, retrieved on December 18, 2012.

² U.S. News and World Report, *Best Careers: Emergency Management Specialist*, <http://money.usnews.com/money/careers/articles/2010/12/06/best-jobs-2011-emergency-management-specialist>, retrieved December 18, 2012.

³ *International Journal of Mass Emergencies and Disasters*, November 2000, Vol. 18, No. 3, pp 417-437.

Additionally, the article discusses job prospects for graduating students:

“... a number of job sectors currently exist (albeit they are not mutually exclusive categories). They include the public sector (including local, state, or federal government), volunteer organizations, international disaster planning, humanitarian, or relief agencies (i.e., NGOs), business continuity, agent-specific areas (e.g., hazardous materials, flooding), and consulting.

Probably the market with the largest potential is in the private sector. To the best of my knowledge, all major companies have business continuity planners. Not only do these positions exist at corporate headquarters, but generally also at regional offices. Literally thousands of opportunities exist in business continuity, not only in the United States but throughout the world.”

From educationportal.com, other comments:

“Public safety administration is a large field that spans a variety of industries. Candidates possessing a degree in public safety administration are able to work as public safety managers in government, public or non-profit organizations at the local, state or federal levels.

There are many other potential career options for those with a degree in public safety administration. Health service managers supervise the planning and delivering of healthcare services, while fire and police chiefs supervise the execution of public safety. Emergency response specialists plan and prepare emergency plans and procedures for local or federal disasters, including hurricanes, floods and war- or technology-related situations.

Additionally, people with a degree in public safety administration can pursue careers in law enforcement and emergency response. Law enforcement agents work to keep the public safe, while emergency response agents administer medical care and transport patients to medical facilities.”⁴

Nationally, all fields within public safety are projected to show substantial growth through 2020: (BLS National Occupation Outlook data from 2010 through 2020) ⁵

- 10% growth - First-Line Supervisors of Protective Service Workers, All Other
- 8% growth - First-Line Supervisors of Fire Fighting and Prevention Workers
- 6% growth - First-Line Supervisors of Correctional Officers
- 3% growth - First-Line Supervisors of Law Enforcement Workers
- 2% growth - First-Line Supervisors of Police and Detectives

Similar growth is expected within Maryland from 2010 through 2020: ⁶

⁴ Educationportal.com, http://education-portal.com/articles/Public_Safety_Administration_Degrees_by_Program_Level.html, retrieved December 18, 2012.

⁵ Occupational Outlook Handbook, <http://www.bls.gov/ooh/about/data-for-occupations-not-covered-in-detail.htm#protectiveserviceoccupations>, retrieved on December 18, 2012.

- 15% growth - Protective Service Occupations
- 13% growth - First-Line Supervisors / Managers of Fire Fighting and Prevention Workers
- 12% growth - First-Line Supervisors / Managers, Protective Service Workers
- 10% growth- First-Line Supervisors/Managers, Protective Service Workers

The market research indicates a very positive potential for growth in the Maryland public safety community as well as nationally, and thus a high level of demand for graduates with academic credentials that prepare them for these careers.

Student Audience and Potential Careers

The potential target audience is not limited to those seeking a new career in public safety but includes those individuals already employed in the public safety discipline who seek higher education degrees for advancement and career development. The direct target audience includes those individuals who are, or aspire to be, supervisors and leaders in the growing public safety sector, which includes the traditional first responders in emergency management, fire service, and homeland security. Additionally, the program can serve leaders in the allied professions of corporate safety, public works, public health, the military, and other disciplines with public safety responsibilities.

The proposed new major in Public Safety Administration will replace UMUC's existing Emergency Management, Fire Service Administration, and Homeland Security majors leading to the B.S. degree. This will provide for a higher-level educational experience while still allowing the student to pursue discipline-specific learning through existing minors in Emergency Management, Fire Service Administration, Homeland Security, or other areas. Minors in Emergency Management, Fire Service Administration, and Homeland Security include courses that will not be duplicated in the new major.

Program Duplication

There are currently no bachelor degree programs in public safety administration offered by colleges and universities in Maryland, according to the inventory of approved programs maintained by the Maryland Higher Education Commission (MHEC).

Public safety administration can be considered as a subset of general public administration, which is offered by only one MHEC approved program, at Sojourner-Douglass College. The Sojourner-Douglass program is structured as a specialty area within the public administration major, and thus UMUC's proposed program is not duplicative. Additionally, UMUC's proposed program would be available on an open admission basis and will be offered fully online, to serve a population of working adult students.

⁶ Maryland Department of Labor Occupation Outlook, 2010-2020, <http://dlr.maryland.gov/lmi/iandoproj/occgroup33.shtml>, retrieved December 18, 2012.

Relevance to Historically Black Institutions (HBIs)

None of the four Historically Black Institutions in Maryland (Bowie State University, Coppin State University, University of Maryland Eastern Shore, or Morgan State University) offer a bachelor's degree in public safety administration, or in public administration with a specialty in public safety. Thus UMUC's proposed program will have no impact on the uniqueness and institutional identities and missions of the HBIs, and will not harm these schools.

Characteristics of the Proposed Program***Description of Proposed Program***

The major in Public Safety Administration will develop the knowledge, skills, and abilities needed for leadership and administration in those occupations and organizations that provide public safety. The curriculum is designed to provide students with a global outlook, interpersonal skills, leadership abilities, an awareness of current issues, and management competencies including strategic planning, risk management, public policy, program development and implementation, ethics, and supervision. Graduates of the program will have the knowledge and skills to serve as public safety leaders in both the public and private sectors. In addition to a comprehensive offering of core courses the student will have the ability to complete a public safety related minor in emergency management, fire service administration, homeland security, or corporate security.

Student Learning Outcomes

The student who completes the Bachelor of Science in Public Administration will be able to:

- Facilitate and support leadership and vision in public safety administration to administer successful programs including intergovernmental, interagency, and interdisciplinary outreach.
- Utilize informed decision making, goal orientation, teamwork, ethical behavior, professional development, integration of assets and resources, enhanced technology, and communications to ensure effective leadership in public safety administration.
- Use clear and effective communications strategies in concert with strong interpersonal, technological, and social media skills to facilitate building collaborative partnerships in public safety administration.
- Identify risks and design responses, plans, training and exercises that coordinate public and private resources to effectively meet the goals of public safety.
- Develop concise and succinct policy, plans, and procedures to support public safety administration

Evaluation and assessment for the program will take place in the required courses, and will include regular course evaluations, review of grade distributions, and faculty review of student performance on embedded course assessments. Additional review includes tracking of student course completion and program completion rates.

General Requirements for the Degree

The B.S. degree in Public Safety Administration will require the completion of 120 semester hours of coursework, including 33 semester hours for the major, 41 semester hours in general education requirements, and 46 semester hours in the minor and/or electives and other degree requirements. General education requirements include 12 semester hours in communication and writing; 3 semester hours in mathematics; 6 semester hours selected from social sciences; 3 semester hours in history or art history and 3 semester hours in another humanities discipline; 7 semester hours including a lab in science; 6 semester hours in computing; and a one-semester-hour information literacy course.

The major requires 33 semester hours including concepts, planning, legal issues, public policy, research, technology, ethics, leadership, and administration. The major will also require a three-credit Workplace Learning internship experience, as recommended by potential employers in both government and private industry.

Those students with a focus in a specific public safety discipline may also choose to pursue a 15-credit minor in Emergency Management, Fire Service, Homeland Security, or Corporate Security, and such minors will be recommended as appropriate. Students with other specific interests such as computer technology, business, criminal justice, or environmental safety would be able to select a pertinent minor or related elective courses.

Requirements for the major include

- PSAD 302* Introduction to Public Safety Administration (3)
- PSAD 304* Contemporary Public Safety Practices (3)
- PSAD 306* Public Safety Planning (3)
- PSAD 408* Public Safety Legal Issues and Public Policy (3)
- PSAD 410* Public Safety Research and Technology (3)
- PSAD 414* Public Safety Administration Ethics (3)
- PSAD 416* Public Safety Leadership (3)
- PSAD 486A Public Safety Administration Internship (3)
- PSAD 495* Public Safety Issues and Challenges (Capstone) (3)
- Accounting/Finance Supplemental Course—one three-credit course from:
 - ACCT 301 Accounting for Non-accounting Managers (3)
 - FINC 331 Finance for the Non-financial Manager (3)
- Business Management Supplemental Course—one three-credit course from:
 - BMGT 305 Knowledge Management (3)
 - BMGT 317 Decision Making (3)
 - HRMN 302 Organizational Communication (3)
 - HRMN 362 Labor Relations (3)
 - HRMN 367 Organizational Culture (3)

**Denotes new course to be developed.*

The eight new courses for the public safety administration degree will be developed in collaboration with the university's Course Development unit and will not require additional resources. All eight courses will be developed for online delivery within the first year of the program.

Course descriptions for major courses are shown in Appendix B.

The student in the Public Safety Administration major will utilize a formal degree plan to meet the general education requirements of the degree including required courses in library skills and information literacy, writing, math, behavior/social science, physical science, computing, fine arts/humanities, history, and communications.

Enrollment Projections

The following table shows projected unduplicated student headcounts for the first five years of the program, based on the Public Safety Administration major replacing three existing majors in Emergency Management, Fire Service Administration, and Homeland Security, and with growth expected over the years:

	AY 2013	AY 2014	AY 2015	AY 2016	AY 2017
Projected Enrollment	200	300	400	500	600

It is anticipated that approximately 200 degrees will be awarded each year after the degree is established and reaches steady state.

Program Delivery and Principles of Good Practice

In accordance with its mission, UMUC will offer the proposed program fully online in order to serve working adults. Some individual courses may also be offered in hybrid format in UMUC's regional facilities and on military installations.

Curriculum and Instruction

UMUC is committed to providing the best online teaching and learning possible and to excellence in all of its programs. There is no difference in coherence, cohesiveness, or academic rigor between programs offered in traditional instructional formats and those offered from a distance. Each program is designed to result in learning outcomes appropriate to the rigor and breadth of the program, and all programs assess student achievement of defined learning outcomes through regular and formal assessment planning. Online and onsite courses and programs are fully aligned and integrated—designed around the same learning outcomes and principles, overseen and taught by the same faculty, held to the same standards, and assessed in the same way.

All of UMUC's online courses have been designed by faculty members in appropriate disciplines in collaboration with instructional designers and other experts in the field. Course learning

outcomes and course descriptions are the same for every section of the course. The learning outcomes for each course are the foundation of the course; the learning activities, assessments and content of the course are in alignment with the outcomes and provide a clear pathway for mastery of the outcomes.

Role and Mission

All programs at UMUC are designed to be consistent with the mission of the institution. Each program has a mission and program outcomes aligned to the university mission as described in the catalog.

All existing UMUC programs are subject to periodic academic program reviews, including the review of the appropriateness of the technology being used to meet a program's objectives. The results of periodic academic program reviews are reported to the University System of Maryland (USM).

Demonstrable Quality of Program Faculty

UMUC has a substantial roster of faculty with expertise in areas related to public safety administration. A master's degree is the minimum requirement to teach, but more than 80% of UMUC faculty members hold terminal degrees. Teaching effectiveness is monitored by class observation and student course evaluations. UMUC is actively recruiting faculty to expand offerings in areas related to the proposed program.

The following is a partial list of current faculty with their highest degree, academic title/rank and status, and the courses they will teach:

Roger Bennett, M.S., Adjunct Associate Professor (PSAD 306 and PSAD 495)
Ronald Bowser, M.B.A., Adjunct Associate Professor (PSAD 486 and PSAD 495)
Stephen Stuart Carter, M.S., Associate Professor (PSAD 304 and PSAD 416)
Nancy Demme, J.D., Adjunct Assistant Professor (PSAD 406 and PSAD 414)
Robert Ditch, Ph.D., Adjunct Assistant Professor (PSAD 416 and PSAD 495)
Steven Edwards, M.S., Adjunct Associate Professor (PSAD 302 and PSAD 304)
Marc Glasser, M.S., Adjunct Associate Professor (PSAD 302 and PSAD 306)
William Goodwin, D.M., Associate Professor (PSAD 414 and PSAD 495)
Rebecca Himes, M.S., Adjunct Associate Professor (PSAD 302)
Mark Hubbard, J.D., Adjunct Professor (PSAD 306 and PSAD 406)
Mark Landahl, M.A., Adjunct Associate Professor (PSAD 302 and PSAD 304)
Donald Lumpkins, J.D., Adjunct Associate Professor (PSAD 304 and PSAD 406)
James Minetree, M.S., Adjunct Professor (PSAD 302 and PSAD 304)
Kelli Scarlett, J.D., Adjunct Professor (PSAD 406 and PSAD 416)
Russell Strickland, M.S., Adjunct Assistant Professor (PSAD 302 and PSAD 416)
Steven Woodall, Ph.D., Adjunct Professor (PSAD 306 and PSAD 410)
Christopher Voss, M.A., Adjunct Associate Professor (PSAD 306 and PSAD 495)

Many of UMUC's existing faculty in the current programs in Emergency Management, Fire Service Administration, and Homeland Security will assume teaching assignments in the proposed Public Safety Administration major.

Faculty Support

All UMUC faculty are required to receive training to teach online, including training in the use of the learning management system used to deliver the courses, as well as in the pedagogy of distance education. Additionally, faculty have the opportunity for additional trainings throughout the course of their employment with UMUC. All faculty have 24/7 access to support services for both on-site and on-line courses, including support for technical issues with the learning management system. New faculty are provided with experienced faculty mentors.

Undergraduate School faculty are trained in the School's learning model, which includes seven principles of best practice:

- **Faculty engagement**, including faculty's active and motivating presence, outreach to students, and facilitation of interaction with students.
- **Student collaboration**, including group activities and assignments guided by clear direction and evaluation criteria.
- **Active learning**, including application, summary and reflection, and connection to real-world experience.
- **Frequent and prompt feedback** on all assignments and activities, including comments on performance, criteria for success, encouragement and referrals for further support.
- **Time on task**, meaning focus on activities directly related to learning outcomes, adequate guidance, and clear connection of assignments to outcomes.
- **High expectations**, in keeping with UMUC's standards for academic rigor and the faculty member's responsibility to challenge and motivate students.
- **Respect for diversity**, including diversity of culture, ethnicity, academic backgrounds, and individual needs as well as learning styles.

The full Undergraduate School learning model is found online and is available to all faculty, students, and interested parties at <http://www.umuc.edu/connect/learningmodel.cfm>.

A Teaching Guide is provided for each course and offers learning activities and assignments appropriate to different instructional formats. Additional support is provided through workshops offered by the University's Center for Teaching and Learning, as well as through online coaching and mentoring programs for faculty (<http://www.umuc.edu/faculty/facsupport/>).

UMUC's learning management system provides appropriate real-time and asynchronous interaction between faculty and students in online classes, as well as access to course materials and a wide array of online library resources. All online classes have conferences and discussions in which students interact with faculty and with each other.

Student Support

UMUC provides all students with clear, complete, and timely information on the curriculum, course and degree requirements, nature of faculty/student interaction, assumptions about technology competence and skills, technical equipment requirements, learning management system, availability of academic support services and financial aid resources, and costs and payment policies. Students have access to the complete range of student services available at UMUC in support of their distance education activities. All students are provided with the academic support they need to be successful in the online environment.

All advertising, recruiting, and admissions materials are the same for all students, and accurately represent programs and services available. Full information is available at www.UMUC.edu.

Evaluation and Assessment

Students have the opportunity to evaluate courses and faculty through a standard online evaluation that is built into every course. In addition, faculty are evaluated by their supervisors on a pre-determined schedule using a standard evaluation instrument, on the basis of direct observation.

Formal assessment planning in the Undergraduate School ensures assessment of student learning in alignment with program and course learning outcomes. The Undergraduate School approach to assessment begins with alignment of missions at institutional and program levels, alignment of program mission with learning outcomes, then learning outcomes with curriculum, flowing down to course outcomes and assignments. Assessment activities emphasize analysis of results and utilize feedback loops for continuous improvement.

Additional evaluation includes tracking of student retention, course completion, grade distributions, and cost-effectiveness. Periodic academic program reviews consider these factors, including comparisons between online and face-to-face formats.

Consistency with the State's Minority Student Achievement Goals

UMUC's student body is diverse. In fall 2010, 35% of UMUC's stateside students were African American, and minority students comprised 44% of total enrollment. UMUC enrolls more African American students than any single one of the four historically black colleges and universities in Maryland. UMUC annually awards more degrees to African American students than any other institution in Maryland.

The program will provide the knowledge, skills and abilities to ensure the success of minority students both in the public safety higher education experience, but also in their professional development in the discipline and in their employment. The increasing jobs in public safety provide an opportunity for minority students to pursue careers where diversity is an important factor both in individual and organizational success.

Technology Fluency

Technology fluency is a core learning area for UMUC students and is assessed at the institutional level as well as being incorporated into all degree programs. All courses in this proposed program will be delivered entirely online, and some will also be offered as hybrid classes combining both face-to-face and online delivery, so that all students will be required to use enhanced technology to complete assignments. Students will use the online databases and other extensive online holdings of the UMUC Library to fulfill course requirements. The program will thus require students to acquire, maintain and demonstrate a high level of technological proficiency.

Library Requirements

There are no additional library resources required. The current library resources related to public safety will support the new major.

Facilities and Equipment

Physical facilities, infrastructure and instruction equipment are adequate to initiate the program, particularly as related to spaces for classrooms, staff and faculty offices, and online and technology resources.

Finances

No new general funds will be required for implementation of the proposed revision to this program. As shown in the following tables, the program is expected to be self-supporting.

Resources and Expenditures

Resource Categories	Year 1	Year 2	Year 3	Year 4	Year 5
1. Reallocated Funds	0	0	0	0	0
2. Tuition/Fee Revenue (c+g below)	\$420,000	\$630,000	\$840,000	\$1,050,000	\$1,260,000
a. #F.T. Students	0	0	0	0	0
b. Annual Tuition/Fee Rate	N/A	N/A	N/A	N/A	N/A
c. Annual Full Time Revenue (a x b)	N/A	N/A	N/A	N/A	N/A
d. # Part Time Students ^a	200	300	400	500	600
e. Credit Hour Rate ^b	\$350	\$350	\$350	\$350	\$350
f. Annual Credit Hours per student per year	6	6	6	6	6
g. Total Part Time Revenue (d x e x f)	\$420,000	\$630,000	\$840,000	\$1,050,000	\$1,260,000
3. Grants, Contracts, & Other External Sources	\$0	\$0	\$0	\$0	\$0
4. Other Sources	\$0	\$0	\$0	\$0	\$0
TOTAL (Add 1 - 4)	\$420,000	\$630,000	\$840,000	\$1,050,000	\$1,260,000

Note a: Based on current enrollments in existing programs in Emergency Management, Fire Service Administration, and Homeland Security, which this proposed program will replace

Note b: In-state tuition = \$251 per credit; out-of-state tuition = \$499 per credit; average tuition is shown as \$350 per credit based on an estimated enrollment of 60% in-state and 40% out-of-state students.

Expenditure Categories	Year 1	Year 2	Year 3	Year 4	Year 5
1. Total Faculty Expenses (b + c below)	\$41,130	\$61,695	\$82,260	\$102,825	\$123,390
a. Total sections taught	10	15	20	25	30
b. Total Salary (Adjunct faculty salary at \$1371 per credit hour) ^c	\$41,130	\$61,695	\$82,260	\$102,825	\$123,390
c. Total Benefits	0	0	0	0	0
2. Total Administrative Staff Expenses (b + c below)	\$117,553	\$117,553	\$117,553	\$117,553	\$117,553
a. # FTE	1.0	1.0	1.0	1.0	1.0
b. Total Salary ^d	\$92,927	\$92,927	\$92,927	\$92,927	\$92,927
c. Total Benefits (26.5%)	\$24,626	\$24,626	\$24,626	\$24,626	\$24,626
3. Total Support Staff Expenses (b + c below)	\$0	\$0	\$0	\$0	\$0
a. # FTE	0	0	0	0	0
b. Total Salary	\$0	\$0	\$0	\$0	\$0
c. Total Benefits (26.5%)	\$0	\$0	\$0	\$0	\$0
4. Equipment	\$0	\$0	\$0	\$0	\$0
5. Library	\$0	\$0	\$0	\$0	\$0
6. New or Renovated Space	\$0	\$0	\$0	\$0	\$0
7. Other Expenses (Course development, marketing, overhead)	\$0	\$0	\$0	\$0	\$0
TOTAL (Add 1 - 7)	\$158,683	\$179,448	\$199,813	\$220,378	\$240,943

Note c: Faculty salary is based on an average adjunct faculty salary of \$1371 per credit hour or \$4113 for a three-credit course, for an associate professor with terminal degree at pay step 11 on UMUC's longevity scale for adjunct faculty

Note d: This is a position currently funded and filled with the Academic Director for Emergency Management, Fire Service Administration, and Homeland Security.

Appendix A
Homeland Security Advisory Council Members

The role of the Council is to provide external advice and consultation with regard to curriculum in UMUC's public safety undergraduate programs.

Name	Assignment	Title	Agency/Organization
B. Wayne Blanchard, Ph.D.	Member	Manager, Higher Education Program	Emergency Management Institute
William Goldfeder	Member	Deputy Chief	Loveland-Symmes Fire Department
Kathleen Henning	Member	Consultant	KGHenning & Associates LLC
Andrew Lauand	Requested	Homeland Security Advisor	Governor's Office of Homeland Security
Richard Muth	Member	Director	MEMA
Tim Patterson	Member	President and Senior Consultant	Paratus
Dennis Rubin	Member	Consultant/Former DC Chief	Rubin Associates
Daniel Josephus Stevens	Member	Chief	La Plata Fire Department
Russell J. Strickland	Member	Director	Emergency Services, Harford County
George Tanner, PhD	Requested	Chief Learning Officer	U.S. Dept. of Homeland Security
Michael McNickolas	Member	Managing Director	LLC
John Holloway	Member		MFRETC Representative
JoAnne F. Hildebrand	Ex-officio	Former Academic Director for Fire Science	UMUC
Mark Francis Hubbard, Esq.	Ex-officio	UMUC Adjunct Faculty	Baltimore County Fire Department
Irmak Renta-Tanali, PhD	Ex-officio	UMUC Faculty	UMUC Graduate School

Appendix B
B.S. in Public Safety Administration
Course Descriptions

PSAD 302 Introduction to Public Safety Administration

Prerequisite: WRTG 101 or 101S. An introductory course in public safety administration for private and public sector applications. The student will be able to identify key functions and examine the history and current forces and trends facing public safety administrators. Topics include overview and diversity of public safety administration, management functions, paradigms and practices, challenges, and politics and risk.

PSAD 304 Contemporary Public Safety Practices

Prerequisite: PSAD 302. An integration of contemporary, strategic public safety practices. Students will apply the concepts of hazard and risk identification and management, quality control methodology, customer service, integrated public safety services, and public and private partnerships to public service administration decision-making. Topics include developing a hazard and risk analysis, customer-service awareness (including expectations and demands), quality-control methodology (including industry standards and accreditation), integrated public services, best practices, and public/private partnerships.

PSAD 306 Public Safety Planning

Prerequisite: PSAD 304. An examination of strategic and operational planning in public safety administration. The student will identify and analyze an existing organizational strategic plan, including budgeting and resource allocation; identify and analyze an existing operational plan; and identify the process for implementation of operational plans. Topics include strategic plans, budgeting, resource allocation, operational plans, hazard mitigation plans, emergency operation plans, incident action plans, and implementation, including positive and negative forces.

PSAD 408 Public Safety Legal Issues and Public Policy

Prerequisite: PSAD 304. A study of the legal and public policy issues faced by the public safety administrator. The student will review the legal system, legal and political environment, administrative laws and regulations for the work environment, and the inter-relationship among law, regulations, and public policy. Topics include the federal, state, and local legal systems; legal and political environment; workplace administrative laws and regulations; public policy; liability; and risk reduction.

PSAD 410 Public Safety Research and Technology

Prerequisite: PSAD 304. An examination of research and technology application in public safety administration. The student will describe the principles of scientific research; evaluate existing research and technology; and apply the methods and resources of research, science, and technology to public safety administration. Topics include scientific research, research methodology, technology, evaluation, and utilizing research and technology in public safety administration.

PSAD 414 Public Safety Administration Ethics

Prerequisite: PSAD 304. An in-depth examination of ethics and ethical issues in public safety administration. The student will examine the origins and history of ethics, evaluate existing ethical standards and codes of conduct, and be able to formulate a personal ethics statement and develop an organizational code of ethics. Topics include origin and history of ethics, ethical issues, ethical behavior, codes of conduct, organizational culture, political factors, personal ethics statements, and codes of ethics.

PSAD 416 Public Safety Leadership

Prerequisite: PSAD 304. A study of leadership theories, skills, and techniques used in public safety administration. The student will define and explain the basic concepts of leadership; analyze personal leadership knowledge, skills, and abilities; and evaluate leadership performance in the current public safety environment. Topics include leadership, leadership theories and styles, leadership roles, leadership performance, individual leadership skills and plans, effective leadership, and future trends.

PSAD 486A Public Safety Administration Internship

Prerequisite: 9 credit hours in the major. The integration of discipline-specific knowledge with new experiences in the work environment. The student will complete a workplace experience in the public safety administration environment that includes a major project as well as experience in the day-to-day operations of a public safety organization.

PSAD 495 Public Safety Issues and Challenges (Capstone)

(Intended as final, capstone course to be taken as a student's last PSAD course.) Prerequisites: PSAD 306, PSAD 408, PSAD 410, PSAD 414, and PSAD 416. A synthesis of the public safety administration concepts presented in the program utilized to address current and future issues. Students will integrate leadership, administration, and management concepts as applied to current public safety issues and the future agenda of protecting life, environment, and property. Students will develop a comprehensive case study response to a current public safety issue, and will evaluate case study analyses performed by their peers.