

Homeland Security Studies BA/BS

Goal 1: Grow the Newly Developed Undergraduate Programs Online

Goal Description:

Enhance and develop programmatic quality and scope of undergraduate online offerings in HS and sustain their growth during the first five years.

Providing Department: Homeland Security Studies BA/BS

Progress: Ongoing

RELATED ITEMS/ELEMENTS

RELATED ITEM LEVEL 1

Performance Objective Goal 1: Grow the Newly Developed Undergraduate Programs Online

Performance Objective Description:

Ensure sufficient resources (faculty and logistical needs) to support academic programming needs for BA/BS in HS and to sustain its projected growth.

Monitor and track trends across programmatic course delivery as well as faculty and course quality.

RELATED ITEM LEVEL 2

KPIs for Goal 1: Grow the Newly Developed Undergraduate Programs Online

KPI Description:

KPI 1 - The department will have sufficient faculty and resources to support academic programming needs at the undergraduate level

KPI 2 - All new courses online will be fully developed and exceed online development rubric assessment criteria

KPI 3 - New Certificates will be developed to focus core knowledge on areas most needed in the field

Target Description:

KPI 1 target - the department will have at least 12 adjunct faculty and hire an Undergraduate Program Director

KPI 2 - all courses will be developed fully in PDL format by Fall 2023

KPI 3 - the following 4 certificates will be developed:

Chemical Sector Resilience

Transportation Sector Resilience

Healthcare Sector Resilience

Biosecurity and Pandemics Certificate

Results Description:

The department currently uses 12 adjunct faculty to augment faculty capacity for undergraduate course delivery; the position of the Undergraduate Program Director was created and Dr. Denham that assumed the role in Spring 2023

There are 5 courses that have not yet been developed in PDL format and are slated to Phase 4 in Fall 2023

All course in 3 of the 4 certificates have been developed in PDL; the remaining certificate will be completed Fall 2023

RELATED ITEM LEVEL 3

Action for Goal 1: Grow the Newly Developed Undergraduate Programs Online

Action Description:

The online courses have not been fully developed and 1 certificate needs completion. To that end, the Undergraduate Program Director will work with PDI team in the fall 2023 to ensure completion.

Goal 2: Increase Enrollment and Retention

Goal Description:

To increase enrollment via recruitment and retention of qualified and motivated students

Providing Department: Homeland Security Studies BA/BS

Progress: Ongoing

RELATED ITEMS/ELEMENTS -----

RELATED ITEM LEVEL 1

Performance Objective for Goal 2: Increase Enrollment and Retention

Performance Objective Description:

To increase and sustain the numbers of qualified and motivated undergraduate students as projected in the five year programmatic planning

RELATED ITEM LEVEL 2

KPIs for Goal 2: Increase Enrollment and Retention

KPI Description:

KPI 1 - Number of new recruited students will reflect programmatic projections

KPI 2 - Retention of students will meet or exceed 75% rate for FTF and 70% for FTT

Target Description:

Attached Files

 [Retention and Enrollment data.xlsx](#)

Results Description:

Enrollment in undergraduate program for Fall 2022 remained the same, increased for Spring, and decreased by nearly half in Summer 2023 reflecting the overall enrollment stall at the University.

The Department has significantly increased FTF retention (from 69% to 77%) as well as FTT from 59% to 70%

RELATED ITEM LEVEL 3

Action for Goal 2: Increase Enrollment and Retention

Action Description:

The department has been extremely successful at retention of freshmen and transfer students.

Our undergraduate enrollment has not grown significantly especially in summer 2023 there was a nearly 50% drop. Thus, the Undergraduate Program Director will monitor any University and College marketing and recruitment initiatives to seek ways to enhance recruitment in 2023/2024.

Goal 3: Demonstrate Core Knowledge Competency

Goal Description:

Students enrolled in BA/BS degree in Homeland Security Studies will demonstrate knowledge of major trends, issues and principles associated with the field of Homeland Security.

Providing Department: Homeland Security Studies BA/BS

Progress: Ongoing

RELATED ITEMS/ELEMENTS -----

RELATED ITEM LEVEL 1

Learning Objective 3.1: Gaining Basic Understanding

Learning Objective Description:

Students will gain a basic understanding of the subject (e.g., factual knowledge, methods, principles, generalizations, and theories)

RELATED ITEM LEVEL 2

Gaining Basic Understanding ICF 3.1.1.

Indicator Description:

This indicator will be the score obtained from general faculty IDEA evaluations


























Criterion Description:

In order to satisfy the indicator level, the 4.0 average across the department has been set as benchmark; moreover, 80% of faculty will score 3.5 or higher in their respective assessment on that item.

Findings Description:

The overall rating of IDEA evaluations was at 4.5 exceeding the benchmark. Only one faculty in the undergraduate program scored 2.8 which is significantly lower than desired but on average 80% of faculty performing at 3.5 level or above has been met.

Attached Files

-  [Anderson - Fall 2022 IDEA \(SCST 2366.01\).pdf](#)
-  [Asaka - Fall 2022 IDEA \(SCST 2363.03\).pdf](#)
-  [Asaka - Fall 2022 IDEA \(SCST 2364.02\).pdf](#)
-  [Asaka - Spring 2023 IDEA \(SCST 2364.01\).pdf](#)
-  [Blackburn - Spring 2023 IDEA \(SCST 3393.01\).pdf](#)
-  [Brack - Fall 2022 IDEA \(SCST 4367.01\).pdf](#)
-  [Christensen - Fall 2022 IDEA \(SCST 2363.01\).pdf](#)
-  [Christensen - Fall 2022 IDEA \(SCST 2363.02\).pdf](#)
-  [Culver - Fall 2022 IDEA \(SCST 4373.01\).pdf](#)
-  [Darnell - Fall 2022 IDEA \(SCST 3383.01\).pdf](#)
-  [Darnell - Spring 2023 IDEA \(SCST 3383.01\).pdf](#)
-  [Deardorff - Fall 2022 IDEA \(SCST 3394.01\).pdf](#)
-  [Deardorff - Spring 2023 IDEA \(SCST 3394.02\).pdf](#)
-  [Denham - Spring 2023 IDEA \(SCST 4379.01\).pdf](#)
-  [Denham, Mark - Spring 2023 IDEA \(SCST 3394.01\).pdf](#)
-  [Eckel - Fall 2022 IDEA \(SCST 3380.02\).pdf](#)
-  [Eckel - Spring 2023 IDEA \(SCST 3380.01\).pdf](#)
-  [Jones - Fall 2022 IDEA \(SCST 4365.01\).pdf](#)
-  [Jones - Spring 2023 IDEA \(SCST 4365.01\).pdf](#)
-  [Jones - Spring 2023 IDEA \(SCST 4377.01 CRIJ 4377.07\).pdf](#)
-  [Lakhia - Fall 2022 IDEA \(SCST 2365.01\).pdf](#)
-  [Lundberg - Fall 2022 IDEA \(SCST 4368.01\).pdf](#)
-  [Stender - Fall 2022 IDEA \(SCST 4363.01\).pdf](#)
-  [Stender - Spring 2023 IDEA \(SCST 4363.02\).pdf](#)
-  [Windisch - Fall 2022 IDEA \(SCST 4379.01\).pdf](#)

Action for Gaining Basic Understanding ICF 3.1.1.

Action Description:

The overall level of teaching by predominantly adjunct faculty at the undergraduate programs has been exemplary. However, efforts should be expanded to make sure that faculty scoring below 3.5 benchmark are monitored and advised.

Update to Previous Cycle's Plan for Continuous Improvement Item

Previous Cycle's Plan For Continuous Improvement (Do Not Modify):

Closing Summary

The undergraduate BA/BS programs show a continuous growth. For 2022/2023 we need to focus our attention on assessment of new courses particularly the ones offered in a new digital format to ensure successful delivery and student satisfaction - while we believe 5 module-delivery is attractive to our students the design is experimental and IDEA scores need to be closely monitored. Because we exceeded goals for new certificates, we need to ensure that all courses comprised within them have been offered. Our adjunct pool has increased making the department one with the highest ratio of adjuncts to full faculty and communications with adjuncts are becoming increasingly critical. The department will continue to collaborate closely with the Institute for Homeland Security executive leadership for research, student opportunities, and connections to practitioners. We will continue support to the Internship Director Office at COCJ, in (a) internship placement for our undergraduate students, (b) student internship assessment, and (c) undergraduate student job placement post internship. Because our undergraduate programs are growing, we will continue to work towards creating a position of Program Directors at our department in the future and support faculty administrative and leadership skills by supporting opportunities for professional development in those areas. We endeavored to maintain retention rates at above 80% - COVID-19 might be a factor in our freshmen retention not meeting this benchmark and that is why it will be very important for us to continue gauging student satisfaction with new courses. For 2022/2023 we will continue to evaluate effective methods to upskill students with professional credentials and certificates and will examine how those might be integrated into premium design courses. The department will continue to find ways to improve teaching practices through planned redesign of FES teaching criteria and setting standards that align with the University strategic visioning.

Update of Progress to the Previous Cycle's PCI:

For 2022/2023 we focused our attention on assessment of new courses particularly the ones offered in a new digital format to ensure successful delivery and student satisfaction - overall ratings have been excellent. We have made a substantive progress with courses in new certificates but not all of them have been developed in PDL. Our adjunct pool has increased making the department one with the highest ratio of adjuncts to full faculty and communications with adjuncts have become frequent by the newly hired Undergraduate Program Director which is reflected in high scores. The department continued to collaborate closely with the Institute for Homeland Security executive leadership for research, student opportunities, and connections to practitioners. We participated in a Symposium in April 2023 during which we conducted surveys with practitioners about skills and competencies needed in the field. We continued to support the Internship Director Office at COCJ, in (a) internship placement for our undergraduate students, (b) student internship assessment, and (c) undergraduate student job placement post internship. We created a position of Program Directors at our department and the new director completed ACUE certification for effective course delivery. We were able to significantly raise retention of freshmen and we attribute that to working closely with adjuncts and monitoring course scores and replacing under-performing adjuncts. We have worked with the Director for Strategic Planning Dr. Stender in examination of applied and critical exercises within new PDL courses. The department continued to find ways to

improve teaching practices through planned redesign of FES teaching criteria and setting standards that align with the University strategic visioning - to that end we have implemented new FES for the department with very nuanced and specific benchmarks.

New Plan for Continuous Improvement Item

Closing Summary:

The biggest change with future impact for the undergraduate programs has been the newly created position of the Undergraduate Program Director. For the 2023/2024 the Director will continue to work with Strategic Planning to ensure critical thinking exercises and applied exercises become standard in all PDL courses. The Director will encourage UNIV 1101 engagement by the selected faculty and participation in freshmen events to make sure our retention rates continue going up for freshmen. The Director will work with University and College leadership to follow ways to market new certificates during conferences and professional events. The Director will work closely with PDL team to make sure all courses in all certificates have been completed. The Director will also work with adjunct faculty on Honors contracts, student-related concerns, and collaborate on the assessment of learning outcomes in 5-week courses. The Director will seek ways to increase the face to face classes especially those that might include experiential learning. The Department will continue to work closely with the Office of the Internship Director to stimulate internship engagement by undergraduate students. Finally, the department will seek new ways of assessment beyond IDEA evaluation standards as those might be retired.