

# 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 2024

KPI 3 - the following 4 certificates will be fully developed:

Chemical Sector Resilience

Transportation Sector Resilience

Healthcare Sector Resilience

Biosecurity and Pandemics Certificate

#### Results Description:

In January 2024 the Department created a position of a new Undergraduate Program Director (KPI 1) and by Fall 2024 had 13 adjunct faculty

The remaining two courses Water Security and Defense to Civil Authorities were developed by Fall 2024 (KPI 2)

KPI 3 - all new certificates were developed fully; they were enhanced for Spring 2024 based on monitoring and assessment with additional exercises - 3 critical thinking and 2 applied to facilitate future assessment of learning

RELATED ITEM LEVEL 3

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

Action Description:

The Department undergraduate programs have been growing at the rate predicted in programmatic estimations when program was first proposed. However, there has not been a marked increase in enrollment as a result of the PDL design. One action requiring focus in 2024/2025 is the enrollment in Certificates that needs to be encouraged, supported, and promoted.

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:

For KPI 1 number of students in the program will raise by 10%  
  
For KPI 2 Retention of students will meet or exceed 75% rate for FTF and 70% for FTT

Attached Files

 [Retention and Enrollment data.xlsx](#)

Results Description:

Overall undergraduate enrollment increased from 115 to 129 for Spring (12%) and from 44 to 55 for Summer (25%)  
  
The Department exceeded the retention rate projected for First Time Freshmen which raised to 83%; however, First Time Transfer student retention dropped from 70% to 60% (KPI2)

Attached Files

 [Department of Security Studies enrollment 2 Assessment Cycle 2023-2024.xlsx](#)

RELATED ITEM LEVEL 3

Action for Goal 2: Increase Enrollment and Retention

Action Description:

Efforts at retention have resulted in excellent results for first time freshman whose retention in the program was at 83% for 2023/2024. However, FTT population did not see such trend; conversely, its numbers decreased from 70% to 60% and efforts need to be directed to find successful strategies to retain this population in the future.

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 per semester has been set as benchmark; moreover, 80% of faculty will score 3.5 or higher in their respective assessment on that item per semester.

Findings Description:

Fall 2023 (based on completed IDEA evals)

SCST 2366 Intro to Cybersecurity - Jacob Anderson - 4.2

SCST 2363 Intro to Homeland Security - Jeremiah Asaka - 4.0

SCST 2363 Intro to Homeland Security - Laurie Christensen - 4.5

SCST 3394 Global Terrorism and HS - Allen Culver - 4.0

SCST UNIV 1101 Bearkat 4 U - Magdalena Denham - 4.44

SCST 3380 Law and Ethics in HS - Eric Eckel - 3.33

SCST 4364 HSEM - Thomas Haase - 3.8

SCST 4377 Special Topics - Nathan Jones - 5

SCST 5365 Border Security - Nathan Jones - 4.75

SCST 2365 - Intro to EM - Khayed Lakhia - 4.75

SCST 4363 HS Intelligence - David Stender - 4

OVERALL DEPT AVERAGE 4.3

***90% of faculty scored 3.5 or higher***

Spring 2024

SCST 2363 Intro to HS - Jeremiah Asaka - 4.83

SCST 2363 Intro to HS - Laurie Chistensen - 4.71

SCST 3394 Global terrorism and HS - Mark Denham - 4.0

SCST 2365 Introduction to EM - Khayed Lakhia - **2.6**

SCST 2368 Transportation Security - Dom Tarpay - 4.33

***OVERALL DEPT AVg 4.1***

***80% of faculty scored 80% or higher***

#### RELATED ITEM LEVEL 3

##### **Action for Gaining Basic Understanding ICF 3.1.1.**

##### **Action Description:**

Overall, faculty IDEA scores exceeded all benchmarks for the performance objective. However, IDEA reports have been submitted by less students and less faculty receive those reports. As such IDEA evaluation no longer represents a good benchmark for for this Goal. In Spring of 2024 the Undergraduate Program Director attempted to collect Exercise scores across all courses based on (a) averages for applied exercises and (b) averages for critical thinking exercises.

While the department was not successful in obtaining such data, data exist and need to be accessible to the Department Undergraduate Program Director for better overall assessment in the future.

## **Update to Previous Cycle's Plan for Continuous Improvement Item**

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

#### **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.

#### **Update of Progress to the Previous Cycle's PCI:**

For the 2023/2024 the Director continued to work with Strategic Planning to ensure critical thinking exercises and applied exercises become standard in all PDL courses. In fact, all faculty were involved in the process and some graduate students as well. The Program Director led UNIV 1101 and participated in all freshmen events to make sure our retention rates continue going up for freshmen. The Director worked with University and College leadership to follow ways to market new certificates during conferences and professional events to include TDEM conference in May 2024, EMAt conference in March 2024, and Hermann Memorial Conference in December 2024 as well as LIFE at LEMIT sessions in January 2024 and March 2024. The Director worked closely with PDL team to make sure all courses in all certificates have been completed. The Director also worked with adjunct faculty on Honors contracts, student-related concerns, and collaborated on the assessment of learning outcomes in 5-week courses - to include addition of critical exercises for Spring 2024 in all PDL courses. The Director sought ways to increase the face to face classes especially those that might include experiential learning, but classes offered face to face in Spring 2024 did not meet enrollment criteria. The Department continued to work closely with the Office of the Internship Director to stimulate internship engagement by undergraduate students but only 2 internships were secured for our undergrads. Finally, the department devised ways to assess PDL courses beyond IDEA evaluation standards as those have become retired in the new version and as fewer students fill evaluations overall.

## **New Plan for Continuous Improvement Item**

### **Closing Summary:**

With the new position of undergraduate Director the Department is well oriented to continue departmental efforts to enhance retention, enrollment, certificate enrollment, management of robust adjunct cadre, and ensuring teaching excellence. The priorities for 2024/2025 will focus on assessment of all courses and all 4 available certificates based on two criteria that measure critical thinking and applied skills of students. Data from each of the 5 week courses in each A, B, C sessions will be sought as far as results on applied exercises and critical thinking exercises. That data was not accessible to the Department for Spring 2024 and better protocols need to be put in place to ensure ease of retrieval which to date has been occurring through multiple layers of requests with limited results. Moreover, the Program Director will endeavor to acquire Multiple Choice diagnostic data for all courses to include diagnostics on questions relevance, difficulty, and clarity because several qualitative comments in students' undergraduate evaluations pointed to misalignment of tests with content or lack of question clarity. The Director will continue to support adjunct and full faculty in PDL course enhancement as far as clarity, validity of materials, and objectives. All changes and updates noted will be communicated to PDL office for corrections in Master Course Copies. As the College instituted a new Office of Comparative International Education and Leadership (OCIEL), the Director will work with new leadership to strategize possible experiential learning opportunities for undergraduate students as well as recruitment of international students to the program concurrent with mentorship to existing international undergraduate students. In concert with the Director for Strategic Planning and Innovation, the Director will seek ways to engage students in undergraduate classes in community engagement - to that end, alternative course formats might be considered beyond 5 week courses that do not lend themselves to such engagement. Another area of work with the Director is to generate better ways of recruitment into certificates beyond faculty efforts that have been quite extensive and brought effects albeit at very small scale- more institutional support will be needed to make those certificates blossom. New Undergraduate Program Director will engage in better collaboration with the new Internship Director in order to gauge incoming student interest in internships and create projections. The Department will support all faculty willing to teach face to face undergraduate classes and will seek ways to advertise those to student population.