

Criminal Justice, Department of Security Studies

Expanded Departmental offerings

Goal Description:

The Department of Security Studies was created out of a single face-to-face MS degree program. Since its creation as an independent unit in summer 2013, it has expanded its offerings in a number of ways. First, the degree program got a new name (Homeland Security Studies) and a new curriculum. This necessitated the creation of many new classes, and the heavy modification of nearly all the other remaining classes. Second, the MS in Homeland Security Studies expanded into an online program as well as a face-to-face program. Third, the Department created two graduate certificates, both of which are offered face-to-face and online.

To continue its evolution into a more mature and autonomous academic unit within the college, the Department of Security Studies will continue to expand its offerings. This will allow us to reach more students, to raise the profile of the Department, and to aid in the development in homeland security studies as a field of scholarly study.

RELATED ITEMS/ELEMENTS

RELATED ITEM LEVEL 1

Acquire Senior Faculty

Performance Objective Description:

Pursuant to our goal of an expanded faculty for the Department, we aim to recruit and hire at least one new faculty member at the Associate Professor or Full Professor level. Hiring two would be even more preferable. Wherever possible, we will seek to hire faculty with both academic credentials and real world experience.

RELATED ITEM LEVEL 2

New Faculty Search

Results Description:

We successfully conducted a search for a new faculty member and chair, hiring Dr. Nadav Morag, who comes with both academic credentials and real world experience. Dr. Morag will join the Department in the Fall 2016 semester.

RELATED ITEM LEVEL 3

New Faculty Search

Action Description:

The Department will conduct a search for a new faculty member at the Assistant or Associate level to join the Department beginning with the Fall 2017 semester.

RELATED ITEM LEVEL 1

Expanded course offerings

Performance Objective Description:

Another way to expand the Department's offerings is to offer new courses. During the 2015-6 school year, the Department of Security Studies aims to develop new graduate and undergraduate courses in time to be taught during the 2016-7 academic year.

RELATED ITEM LEVEL 2

New courses developed

Results Description:

In conjunction with the new undergraduate minor in Homeland Security Studies, new undergraduate classes have been developed and will be taught in the 2016-7 school year.

RELATED ITEM LEVEL 1

New academic degree programs

Performance Objective Description:

One way to expand the Department's offerings is to develop new degree programs. During the 2015-6 school year, the Department of Security Studies aims to create an undergraduate minor in Homeland Security Studies. Further, we aim to have the minor approved in time for the fall 2016 semester.

RELATED ITEM LEVEL 2

Undergraduate Minor in Homeland Security Studies

KPI Description:

Results Description:

In the summer of 2016, the Department's proposed undergraduate minor in Homeland Security Studies was approved. The new program will be launched in the Fall 2016 semester.

Greater Self-Sufficiency

Goal Description:

The Department of Security Studies needs to achieve greater self-sufficiency as an administrative unit within the College. To help fulfill College and University goals, we must reduce our dependence on faculty and staff from other departments and units within the College and Center. This will also allow us to capitalize on our own vision and raise our profile both on campus and in the emerging field of Homeland Security Studies.

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RELATED ITEM LEVEL 1

Faculty Service to the University

Performance Objective Description:

Support faculty service to the university including service on departmental, college, and university-wide committees.

Stronger Faculty

Goal Description:

To better serve our existing students and reach out to new student populations, to become a more autonomous unit within the College, and to raise the profile of the Department of Security Studies on campus and in the field, we will need to increase the number of faculty in the department.

In keeping with our goal to expand our offerings, the Department will need more faculty to continue to support existing programs while simultaneously offering new programs (such as the undergraduate minor in Homeland Security Studies).

Further, to reduce our dependence on other academic units within the College, the Department needs more faculty, particularly at the Associate Professor and full Professor level. Since its creation, the Department has had to rely on outside faculty in order to function as an administrative unit. Our chairs have come from outside the department, as have every member of the tenure, promotion, and advancement committee. Without senior faculty of our own, we will never become independent.

Increased offerings and student enrollments, together with acquiring senior faculty with active research agendas, should have the additional benefit of raising the profile of the Department both on campus and in our field.

For all these reasons, we seek a larger faculty for the Department.

RELATED ITEMS/ELEMENTS -----

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RELATED ITEM LEVEL 1

Faculty Research and Publication

Performance Objective Description:

Support faculty research and publication in order to further scholarship in the security studies discipline.

RELATED ITEM LEVEL 1

Utilize Adjuncts

Performance Objective Description:

As part of our goal to expand the Department's faculty, we aim to utilize adjuncts with both academic credentials and real world experience. This will allow us to fill any gaps in our existing degree and certificate programs, and (depending on whether we are able to get other tenure-track faculty) may support our goals to expand our offerings as well.

RELATED ITEM LEVEL 2

Adjunct support

Results Description:

We were able to utilize adjuncts with both academic credentials and real world experience to supplement our faculty, teaching classes that our existing faculty would not otherwise be able to cover.

Update to Previous Cycle's Plan for Continuous Improvement

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

The reviewer recommended upgrading the position of Administrative Assistant to the chair to a full time position -- We succeeded in doing so by moving the current Administrative Assistant into a position fully allocated to the Department of Security Studies.

Expand the use of adjunct professors who have both academic credentials and real world experience -- We did so by hiring three adjuncts for the current year.

Update of Progress to the Previous Cycle's PCI:

Last year we had three important goals for the Department of Security Studies: expanding our offerings, recruiting new faculty, and achieving greater administrative self-sufficiency. For each of these goals, we have made important achievements, each of which is detailed below along with our plan to continue to improve during this academic year.

First, we wanted to expand the department's offerings, which we have accomplished in two ways. We proposed a new undergraduate minor in Homeland Security Studies, which was approved in the summer of 2016 and is open as of Fall semester 2016. This has also necessitated offering more undergraduate courses in both the Fall 2016 and Spring 2017 semesters.

We plan to build on this success by expanding the department's offerings even further. In the near term, we are focusing on new graduate certificate programs for mid-career professionals. We have been authorized to conduct one search for a full-time tenure-track faculty member to begin next fall (2017). We hope that a successful search will result in the hire of a new faculty member who can help us develop new graduate certificate programs in areas such as energy security or health and security.

Further into the future, our goal is to have a doctoral program which would be the first of its kind in the nation. Although such a program is still years away, we are laying the foundations during this academic year.

Second, we wanted to hire new faculty to help us support our planned new offerings. Happily, we were approved to conduct a search for a new faculty member. As a result, we were joined this fall by Dr. Nadav Morag. In keeping with our desire to find people with "both academic credentials and real world experience," Dr. Morag has both an extensive record of academic publications influential in our field and years of experience as a practitioner and policymaker. We are excited to have him aboard.

In addition to to this (very successful) search, we were hoping to recruit additional faculty. Indeed, our goal last year was to hire two new faculty, but we were only approved for one search. As was previously mentioned, we will have a faculty search this year. However, this search will not result in a new position but rather will replace Dr. John D. Payne, who is leaving us at the end of the current academic year (2016-7).

We still believe that at least one more faculty member is needed beyond this to keep up with increasing enrollments in all our programs, and will accordingly continue to advocate for new faculty positions in our Department.

Third, we wanted to achieve greater self-sufficiency as an administrative unit within the College, and we achieved tremendous success toward this goal. Most importantly, our new faculty hire, Dr. Morag has also been hired to serve as our chair. This means that for the first time ever, we are not borrowing faculty from other departments in the College to act as chairs. (On that note, we wish to thank both Dr. Gerber and Dr. Lyons for their selfless service.) In addition, we now have an administrative assistant, Vivian Carlson, who works for us full-time. So, again for the first time ever, we don't have to share our staff with other departments and programs within the College and Center.

With these important steps behind us, we anticipate a great year for the Department of Security Studies.

Plan for Continuous Improvement

Closing Summary:

In the coming academic year (2016-7), we will continue to build on our achievements during this past year (2015-6). We will continue to improve in the same key areas as before.

Stronger Faculty. We still need more faculty, particularly at the Associate and full Professor levels, to help support new programs and to reduce our dependence on outside departments. We also have gaps that we will need to fill using adjuncts with both serious academic qualifications and relevant practitioner or policymaker experience.

Expanded Offerings. We will continue to develop new courses and new degree programs, both to meet the needs of our existing students and to reach new student populations. In the short term, we will develop new graduate degree or certificate programs (face-to-face, online, and/or hybrid) for mid-career professionals centered around homeland security issues like energy or biomedical security. In the longer run, we will continue to lay the foundation for the country's first true homeland security doctoral program.

Greater Self-Sufficiency. We have made great strides, but the Department still needs to mature and take on more responsibility within the College. As student enrollments grow in our programs, undergraduate and graduate, face-to-face and online, we will become increasingly self-sufficient and able to contribute in a more significant way to the mission of the College and University.

RELATED ITEMS

