

**NEW DEGREE PROGRAM PROPOSAL**  
**Master of Security and Disaster Management**  
**School of Management**  
Homeland Security and Emergency Management Department

**Cover Memorandum**

- A. Proposal prepared by:  
Cameron Carlson, Program Director, HSEM Department, SOM  
Sean McGee, Instructor and Outreach Coordinator, HSEM  
Anita Hughes, HSEM/MBA Programs Manager
- B. We propose a new graduate program, Master of Security and Disaster Management (MSDM) to be offered at the University of Alaska Fairbanks. The online Master of Security and Disaster Management program is designed to serve both aspiring and existing homeland defense/security and emergency management practitioners. The program builds upon the experience and education of those within this highly interdisciplinary enterprise, providing graduate level education which focuses on supporting the operational to strategic needs of those leading and managing in today's highly complex world. Leveraging the education provided in the bachelor of emergency management degree, the master's degree requires an extended degree of synthesis and integration of the critical thinking and analysis skills required for managers and leaders in homeland defense/security and emergency management and associated fields.

The primary objectives of the program are:

- To develop individuals to serve in leadership and management roles within the Homeland Security and Emergency Management (HSEM) enterprise.
- To expose individuals to the best practices for integrating community planning, security and aspects of prevention and mitigation when preparing communities and regions for a disaster.
- To underscore the need to adopt and manage an "All Hazards" approach to preparing for and managing disasters at the tactical, operational and strategic levels of the HSEM enterprise.
- To enable individuals to develop the critical thinking skills, analytical abilities and leadership/management capacity to serve at the executive level within public and private sector organizations.

  
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Department Head  
\_\_\_\_\_  
Dean  
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Faculty Senate Curriculum Committee Chair  
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Chancellor  
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Board of Regents  
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Curriculum Council Chair  
\_\_\_\_\_  
Dean of the Graduate School  
\_\_\_\_\_  
President, Faculty Senate  
\_\_\_\_\_  
President

## Table of Contents

<b>Identification of the Program.....</b>	<b>3</b>
<b>Personnel involved in the program.....</b>	<b>9</b>
<b>Enrollment Information.....</b>	<b>10</b>
<b>Need for Program.....</b>	<b>11</b>
<b>Resource Impact.....</b>	<b>12</b>
<b>Relation of Program to other Programs within the System.....</b>	<b>12</b>
<b>Implementation/Termination.....</b>	<b>14</b>
<b>Resource Commitment.....</b>	<b>15</b>
<b>Budget Support Documents.....</b>	<b>16</b>
<b>Draft Prospectus.....</b>	<b>18</b>
<b>MSDM Program Schedule.....</b>	<b>26</b>
<b>Student Learning Outcomes.....</b>	<b>28</b>
<b>Letters of support and student interest.....</b>	<b>Appendix</b>

- B. Brief statement of the proposed program, its objectives and career opportunities. It is essential that the objectives of the program be clearly identified so that the activity may be evaluated in terms of how successfully it fulfills its stated objectives. Continued from Cover...**

Career opportunities resulting from the MSDM include:

Promotion, resulting from an advanced degree for those who lead and manage first responders or others who serve in HSEM organizations. These organizations include the fire service, various branches of law enforcement and governmental agencies such as the TSA, FEMA, DHS regional commands, various state and executive agencies including for example, Alaska Dept. of Public Safety, Dept. of Natural Resources. Advanced degrees are not common in these fields and, therefore, there is strong demand for graduates.

## **II. Identification of the Program**

### **A. Description of the Program**

#### **1. Program title:**

Master of Security and Disaster Management (MDSM)

#### **2. Credential level of the program, if appropriate**

N/A

#### **3. Admissions requirements and prerequisites**

a) A bachelor's degree from an accredited institution.

b) All applicants must submit results from the Watson-Glaser Critical Thinking exam. Additional testing may be required for course placement.

c) Applicants with an undergraduate GPA below a 2.75 will be reviewed by the HSEM admission committee.

#### **4. Course descriptions of required and recommended elective courses**

##### **HSEM F601 Legal Aspects of Homeland Security & Emergency Mgmt**

Homeland security and emergency management (HSEM) are heavily regulated by US Code, executive agency guidelines and various federal and state laws and regulations. Participants in emergency planning and execution, are, themselves, subject to myriad laws and regulations while executing their response functions but also in the way they coordinate and interact with other responders whose authorities may differ from their own. This course examines the applicable statutory, regulatory and policy aspects regulating HSEM. It begins with an overview of the

Constitution, Separation of Powers and Federalism—the foundation that defines the legal basis for federal, state, tribal and local action before, during and after emergency and contingency management. With this background, the course focuses on relevant statutes such as the Stafford Act, the Economy Act Insurrection Act, Posse Comitatus Act, and those relating to governmental and individual liability/defenses while performing emergency and contingency management. *Prerequisite: Must be admitted to the MSDM program; or permission of the HSEM Program Director.*

### **HSEM F603 Disaster Management Policy**

This course will provide context for and contemporary coverage of the fields of disaster management and homeland security. Emphasis will be placed on the role of persons at all levels; federal, state and local. This can include scientists, engineers, civil and military, elected/appointed officials, and first responders. The course will explore how social science research can be usefully applied to policy development and everyday practice. Students will discuss and review public policy, organizational management and leadership issues they will face as future practitioners and leaders in the field. *Prerequisites: Must be admitted to MSDM program; or permission of the HSEM Program Director.*

### **HSEM F605 Community Planning in Emergency Management**

This course will teach students how community and urban planning principles affect the homeland security and emergency management enterprise. This class is designed with both the traditional emergency manager and urban/community planner in mind to provide a wider perspective as to the larger considerations of urban and community planning in the planning of preparedness. Students will be taught the application of urban community planning methodologies, policies, programs and activities in the context of emergency management. This is an advanced class with the assumption that students have a foundational understanding of basic emergency management and/or homeland security. *Prerequisites: must be admitted to MSDM program; or permission of HSEM Program Director.*

### **HSEM F607 Vulnerability and Protection**

This course examines security as a discipline and responsibility. The key focus of security is the protection of assets, whether in the public or private sector. It also includes management principles and concepts that practitioners can use to develop defensible and resilient operations, communities and businesses. The course explores the relationship of security to vulnerability and its role in the overall management of risk. It delves into the functions and responsibilities of security practitioners in public and private organizations, and broaches key aspects of institutional security concerns, including control of access, terrorist attack, critical infrastructure protection, insider threats and workplace violence. The course touches on the evolving nature of the homeland security enterprise and of protective concerns within a global context. *Prerequisites: must be admitted to MSDM program; or permission of HSEM Program Director.*

### **HSEM F609 Human Security**

This course introduces and reviews of the major elements of human security. The term *human security* provides a human-centric approach to understanding, enhancing and sustaining the security of the individual, as well as our families, communities and nation. A human-centric framework shifts the lens from viewing manmade and natural security challenges – such as 9/11, the Boston Marathon bombing, Hurricane Katrina, and Avian Flu and Ebola – as event- or government-centric. Students will examine *atraditional* security influencers, such as public and mental health, climate change, population and pathogen migration, side by side with traditional national and homeland security. The essential question addressed in HSEM F609: By focusing on people as the core – holistically, in terms of cause, effect, and as change-agents – do people

become solution-enablers rather than objects demanding security and response resources?  
*Prerequisites: must be admitted to MSDM program; or permission of HSEM Program Director*

### **HSEM F632 Project Management**

This course is designed to cover key components of project management fundamentals with emphasis on the project lifecycle, project definition, project schedule and cost management, human resource allocation, and the challenges facing project managers in every industry. We will focus on concepts, theories, and best practices, while discussing managing and leading project teams in complex environments. *Prerequisites: must be admitted to MSDM program; or permission of HSEM Program Director*

### **HSEM F665 Strategic Collaboration**

This course is designed to explore the techniques of collaboration and communication and their strategic use in managing contemporary organizations. Students will identify their own communication style and how to deploy it in various managerial situations. Topics will include exploring individual personality type and the effect of type on collaborative style, identifying the purposes for types of communication, conflict and collaboration, the presentation of data and results. Emergency communication will also be explored. Students will work on improving practical skills such as listening, writing and creating and delivering presentations. *Prerequisites: must be admitted to the MSDM or the MBA program; or permission of HSEM Program Director or MBA Program Manager. Cross-listed with MBA F665.*

### **HSEM F613 International Disaster Management**

HSEM F613 serves as an overview of international disaster management (IDM) addressing the complex and interrelated issues of disasters in a global context. The course will explore historical, socio economic, risk, hazard, response, preparedness and recovery aspects of international disasters. Special emphasis will be placed on the understanding of those organizations and agencies which play a prominent role in the international disaster management arena. *Prerequisites: must be admitted to MSDM program; or permission of HSEM Program Director*

### **HSEM F692 MSDM Seminar (may be repeated when topic changes)**

This course is designed to bring Homeland Security and Emergency Management topics into the classroom as necessary. Such topics might include International Security, Disaster Logistics, or Disaster Economics. Additional topics will arise out of current events. This class may be taken 2 times as topics change. *Prerequisites: must be admitted to MSDM program; or permission of HSEM Program Director*

### **HSEM F690 Security and Disaster Management Capstone**

HSEM F690 serves as the capstone course for the Security and Disaster Management program. This course will focus on the integration of both security as well as disaster management in a complex globalized environment. The course will explore touch points for public and private partnerships, organizing for effective security and disaster management solutions and the development of effective policies for both the public and private sectors.

## **5. Requirements for the degree.**

### **a. Include a sample course of study and a 3-Year Cycle of course offerings.**

Included in packet

**b. Include a proposed general catalog layout copy of the program with short descriptive paragraph.**

In a post-9/11 environment, the challenges faced by emergency management and homeland security professionals have reached unprecedented levels. As the frequency, complexity and severity of manmade, natural and technological disasters increase, ever-increasing demands have been placed on emergency professionals and the skill sets they require to succeed. Today, more than ever before, the integration of federal, state and local resources has become the norm. Issues of terrorism, critical infrastructure protection/management, risk, business continuity, fire, hazardous materials, law enforcement, public health and safety are no longer domains unto themselves but part of the new fabric of this highly integrated, collaborative and complex environment. Consequently, more is now required of our traditional first responders and of those charged with the leadership and management of these individuals and organizations.

Complete the admission process including:

1. a) Applications will be reviewed on a continuous basis  
b) Applicants must submit a score from the Watson-Glaser Critical Thinking exam
2. Complete the general university requirements
3. Complete the master's degree requirements
4. If a student earns grades of two C's, one D, or one F in courses that are part of his/her HSEM program, the student will no longer be in good standing in the HSEM program even if his/her cumulative GPA remains at or above 3.0. HSEM students who are not in good standing will be subject to review and may be dismissed by the HSEM committee. Students may not use more than two F600-level courses with C grades on their Advancement to Candidacy application. An A or B grade must be earned in F400-level courses.
5. Students without a background in HSEM will be required to take HSEM F301, Principles of Emergency Management & Homeland Security. This course will not count toward the MSDM program. In addition, students without a UAF BEM degree will be required to take HSEM F412 prior to HSEM F605, Community Planning. In this case, F412 may be counted as an elective in the MSDM program.
6. Complete the following HSEM courses:

HSEM F601	Legal Aspects of Homeland Security & Emergency Mgmt.....	3
HSEM F603	Disaster Management Policy.....	3
HSEM F605	Community Planning in Emergency Management.....	3
HSEM F607	Vulnerability and Protection.....	3
HSEM F609	Human Security.....	3

- |           |  |    |
|-----------|--|----|
| HSEM F632 | Project Management.....  | 3  |
| HSEM F665 | Strategic Collaboration.....   | 3  |
| 7.        | Complete 6 credits from the following:.....  | 6  |
|           | HSEM F613 International Disaster Management.....   | 3  |
|           | HSEM F692 MSDM Seminar (may be repeated when topic changes).....   | 3  |
|           | Any 400-level HSEM course not previously taken as an undergraduate.....  | 3  |
| 8.        | Up to 6 graduate level credits may be transferred from: The National Fire Academy, FBI National Academy or Command and General Staff College or similar approved ACE graduate credit. These may substitute for 6 credits from (7) above. |    |
| 9.        | Complete HSEM F690 Security and Disaster Management Capstone .....   | 3  |
| 10.       | Total credits for degree.....  | 30 |
- B. Program Goals –
1. Brief identification of objectives and subsequent means for their evaluation
    - To develop individuals to serve in leadership and management roles within the Homeland Security and Emergency Management (HSEM) enterprise. To encourage students understanding of policy and the implementation as law within their organizations.
      - Evaluated through HSEM F601 Legal Aspects of HS and EM
    - To expose individuals to the best practices for integrating community planning, security and aspects of prevention and mitigation when preparing communities and regions for a disaster.
      - Evaluated through HSEM F605, Community Planning in Emergency Management
    - To underscore the need to adopt and manage an “All Hazards” approach to preparing for and managing disasters at the tactical, operational and strategic levels of the HSEM enterprise.
      - Evaluated through HSEM F690, Security and Disaster Management Capstone. HSEM F607, Vulnerability and Protection and HSEM F609 Human Security will also contribute to students’ understanding of the “All Hazards” approach.
    - To enable individuals to develop the critical thinking skills, analytical abilities and leadership/management capacity to serve at the executive level within public and private sector organizations.
      - All courses are focused on thinking critically and analytically about situations, policy etc. Students’ critical thinking skills will be assessed at the time of admission using the Watson Glaser Critical Thinking exam and then a different form of the same exam will be used in HSEM F690 to assess the level of growth in critical thinking skills as a result of the program.
  2. Relationship of program objectives to "Purposes of the University"

**Educate:** The program objectives clearly show that HSEM intends to educate students at the graduate level. They will learn practical skills and management skills in a field that is important to communities both in Alaska and elsewhere.

**Prepare:** The HSEM program is grounded in workforce development. Programs such as fire science and EMT are career tracks in practical fields. The MSDM program extends that practical education providing additional career and promotional opportunities for Alaskans and others in technical fields.

**Discover:** Through directed and independent research, students will develop best practices for providing leadership and management of organizations at the local, regional, state and national levels, here in the North and elsewhere.

**Connect:** Many practitioners of emergency management are currently in rural communities where the opportunities to advance their education and careers are not available. The MSDM program relies on online methodology to reach those practitioners and bring the advanced level of planning and preparedness to them. These graduates will be prepared to work in Tribal, state and federal organizations as well as private industry and will understand and be prepared for the strategic collaboration necessary to provide for our collective public safety in rural Alaska and elsewhere. The Department of Veterinary Medicine is interested in having its students complete the MSDM so when the vets go out to communities they have an additional way to connect with rural Alaska.

**Serve:** The proposed MSDM program extends the reach of service that these practitioners already provide. By their nature, students in the emergency and security management fields are public servants. They are committed to the communities in which they live and serve. The courses in this program give them the requisite tools needed for leadership and management roles at the operational to strategic levels and to better support those communities they serve. This is reflected in the program goals. Providing “best practices”, community planning knowledge, policy work, etc, extends the ability for the students to serve.

### 3. Occupational/other competencies to be achieved

This program allows qualified individuals to enter the Emergency Management and Homeland Security enterprise and associated fields here in Alaska and elsewhere who have the training and ability to lead and make management decisions in emergency situations and settings. Leaders and managers in agencies at all levels of government must have the ability to effectively implement policy and manage regulatory systems.

### 4. Relationship of courses to the program objectives

The courses are designed around the goal of raising those who have strong operational skills and experience to the level of more senior decision making and leadership.

- To develop individuals to serve in leadership and management roles within the



Homeland Security and Emergency Management (HSEM) enterprise. To encourage their understanding of policy and the implementation as law within their organizations.

This program objective is covered in the Capstone course which pulls together all of the course work and carries it into how students will go forward professionally using this degree. In addition, there is in-depth study of policy analysis and implementation in HSEM F603, Disaster Management Policy.

- To expose individuals to the best practices for integrating community planning, security and aspects of prevention and mitigation when preparing communities and regions for a disaster.

This program objective is directly addressed in HSEM F605, Community Planning in Emergency Management. Emergency Management officials in many organizations will be (or already are) part of the communities in which they work and live. Meshing the professional skills and requirements with the knowledge of community development can accelerate the contribution from these individuals to community safety and security.

- To underscore the need to adopt and manage an “All Hazards” approach to preparing for and managing disasters at the tactical, operational and strategic levels of the HSEM enterprise.

An “all hazards” approach is the broadest look at the broadest set of risks from a planning and preparedness standpoint. HSEM F609, Human Security and HSEM F607, Vulnerability and Protection each provide an aspect of that all broad approach to risk, security and protection. Human Security encompasses the human-centric look at security of individuals and communities while Vulnerability and Protection addresses the protection of assets; whether civic or in businesses. Students in these courses will learn multiple perspectives on “All Hazards” and why such a broad look is important.

- To enable individuals to develop the critical thinking skills, analytical abilities and leadership/management capacity to serve at the executive level within public and private sector organizations.

All courses are designed to move students toward this goal. Each of the courses requires students to think critically about managing public or private emergency management organizations. Agencies and the private companies that work with them (for example, private ambulance companies) increasingly collaborate on emergency management and security planning and preparedness. Students in HSEM F665 Strategic Collaboration will learn conflict management, business communication, and collaboration strategies that will help them in this goal. Project Management (HSEM F632) can be a critical management tool for managing large incidents or planning events. Even the seminar course (HSEM F692) will cover topics that are urgent or new to the HSEM field such as, for example, Technology Management, Disaster Logistics or Disaster Economics. All of the courses in the Master of Security and Disaster Management program are designed to prepare individuals for skilled

management in this field.

### **III. Personnel Directly Involved with Program**

#### **A. List of faculty involved in the program including brief statement of duties and qualifications**

Cameron Carlson, HSEM program Director, C-SSHRP Director  
Instructor Duties include oversight of the Center for the Study of Security, Hazards, Response and Preparedness, oversight of undergraduate Bachelor of Emergency Management program, teaching various courses within the HSEM program. Resume included in proposal packet.

Sean McGee, Instructor, HSEM Outreach Coordinator  
Duties include teaching various courses within the BEM program, teaching courses for TSA contracts, HSEM program outreach and recruiting. Resume included in proposal packet.

Other faculty will be adjuncts with operational specialties in their field from around the country. Personnel from FEMA, state and other federal agencies and private organizations bring specific expertise to this program.

#### **B. Administrative and coordinating personnel**

Francine Davis, MBA  
Fiscal Officer, School of Management, UAF

Anita Hughes, MBA, MS  
HSEM/ MBA Programs Manager, UAF

#### **C. Classified Personnel** SOM office staff as necessary

### **IV. Enrollment Information**

#### **A. Projected enrollment/present enrollment**

Current enrollment within the BEM is 139 students Fall semester 2014. It is estimated there are another 20+ individuals who have either not declared BEM as their major or who have recently been hired full time as first responders. Recent hires are on probation for their first work year and usually put their schooling on hold or slow down during that year. These students typically return part time to the program after their year on probationary work status.

Approximately 30% of the BEM population has indicated an interest in seeking a graduate level education, specifically the MSDM. We have also gauged interest from those who are already employed as leaders or managers in public safety positions. The DVM program has also indicated that the MSDM would be an ideal graduate (Master's) program for those entering or already employed within the field.

We have several out-of-state prospects who likewise have indicated interest in the program including several who previously graduated from UAF with the BEM degree. Veterans and active duty soldiers are a large component of the BEM degree. We anticipate that, because this degree can be earned online, word will go around those communities and that will help drive enrollment.

**B. How determined/who surveyed/how surveyed (Student interest petition)**

This was determined through an informal query and subsequent conversations with students currently enrolled in undergraduate BEM courses, through independent questions by students about a graduate program. In addition, the BEM faculty have many professional contacts in the field including professional organizations and they have indicated an interest in having such a program available to their employees for professional development.

**C. Minimum enrollments to maintain program for years 1 (15), 2 (15), 3, (15) 4, (15) and 5 (15)**

However, projected enrollment is as follows: year 1 (15), 2 (20), 3, (25) 4, (25) and 5 (25)

The Veterinary Medicine program has indicated an interest in having their students take the MSDM program. We do not have any potential enrollment estimates from them, therefore these numbers are exclusive of that group.

**D. Maximum enrollment which program can accommodate:**

The program as currently planned and staffed could accommodate up to 25 students per semester for a total of 50 students annually.

**E. Special restrictions on enrollments:**

No special restrictions on enrollments as currently envisioned. In order to maintain the quality of the overall instructional intent of the program, we will need to internally manage the number of students admitted. That will be based on staffing levels.

**V. Need for Program**

**A. Required for other programs. In what way? How has this requirement been met to date**

This program is not required for other programs to date, but the Veterinary Medicine program has indicated an interest in having their students take it.

**B. Employment market needs:**

**1. Who surveyed? How?**

The career outlook for emergency management directors is expected to remain stable, growing at a moderate pace. The BLS projects that positions among these professionals will grow by 13 percent between 2010 and 2020.

<http://www.schools.com/news/emergency-management-directors-salary-career-outlook.html>

US New and World Report (Money) Emergency Management Specialist “As one of the 50 Best jobs of 2011, should have strong growth over the decade.”

<http://money.usnews.com/money/careers/articles/2010/12/06/best-jobs-2011-emergency-management-specialist>

**2. Job opportunities now, and two, five, and ten years from now. How were these predictions determined? (Local, regional, State surveys?) (Standard procedures should be developed for this.)**

As indicated in “B”, the Bureau of Labor Statistics’ forecast for growth in these fields remains strong

**3. How have positions been filled to date?**

The positions have been filled to date by individuals who had experience, but who lacked formal education within an HSEM enterprise. As a growing field of disciplines, the requirement for both undergraduate and graduate degrees has been recognized. The MSDM, as a follow-on to the BEM, will address what has been identified as a traditional weakness within the fields as more senior individuals retire from the field and incoming personnel look to advance.

**VI. Other**

**This permits consideration of additional justifying information which might not fit under III and IV above. Caution should be exercised to assure that the need for program is clearly established and that enrollment requirements are proposed and agreed upon at the time of the program's approval. Examples might be low enrollment programs in Alaska Native Languages, Alaska Native Arts, etc.**

**VII. Resource Impact**

See Budget Support Documentation, attached

**E. Library/Media materials, equipment and services: Have you reviewed the Library/Media material, equipment and services needed by this proposed action with the Library Collection Development Officer? (Karen Jensen, 6695)**

We have been given access rights to the Homeland Security Digital Library (HSDL) as part of our partnership with the University and Agency Partnership Initiative with the Naval Postgraduate School Center for Homeland Defense and Security.

**VIII. Relation of Program to other Programs within the System**

- A. Effects on enrollments elsewhere in the system  
There should be no effects on enrollments elsewhere in the system. Students who are

interested in the MSDM degree do not have alternative choices for graduate work. These students have specialized backgrounds and goals which is connected to this degree specifically. Therefore the program will not pull students from other programs.

The MSDM degree is fully contained within the School of Management, HSEM department. It does not require students to take courses in other departments so there will not be any risk of overload of other courses or competition with students for space in other department courses.

Two courses, Strategic Collaboration and Project Management will contain units specifically for Emergency Managers in addition to the applicability of the topics for Emergency Managers. These courses are primarily within the MBA program and will be cross-listed. It is not anticipated that the two departments will compete for space in the courses or for faculty to teach them.

The Veterinary Medicine program proposes allowing its students access to the MSDM as this program teaches critical emergency skills that may not otherwise make it out to the rural areas where Alaska Veterinary Medicine graduates expect to be working. This collaboration doubles up the service to rural areas of Alaska.

**B. Does it duplicate/approximate programs anywhere in the system?  
If so, what is the justification for the duplication?**

There is no duplication of this program anywhere in the UA system. There is no program like this in the US. Inquiries have been made to the HSEM program from prospective students around the US asking if we have such a program as the one proposed.

**C. How does the program relate to research or service activities?**

The MSDM, as a follow-on program to the bachelor of emergency management degree, will help support continued efforts in building both the research and service capacity for the Center for the Study of Security, Hazards, Response and Preparedness (C-SSHRP). With the primary focus of C-SSHRP being the transition of research into the classroom for the use by practitioners, the MSDM will provide the ability to extend the reach of research conducted here on campus and ensure that it benefits current practitioners and those who will support local, regional and state level policy makers. This relationship between the MSDM and C-SSHRP is also evidence of the University themes of “Connect” and “Discover”.

**1. Contributions to research or service**

We envision the MSDM to provide both faculty and students the ability to broaden their reach into both research and service opportunities. Utilizing the academic instruction provided, our faculty and students will have the ability to apply the research they are exposed to, to work with local communities, state level representatives and national partners in a manner similar to what has been achieved through the BEM. Grants and contracts work completed within the BEM has allowed

our faculty to maintain the connectivity and professional experience needed to remain current within the HSEM enterprise. This same work has provided our student population the opportunity to participate in a number of training, planning and preparedness initiatives providing them real world experience in preparation for employment. This is certainly part of both the “Prepare” and “Serve” purposes of the University.

## **2. Benefits from research or service activities**

The experiences provided from our research and service activities will continue to help validate the program beyond the educational offerings. The benefits realized will additionally serve to reinforce the mission of the university, the communities we support and those practitioners who support our collective public safety.

## **IX. Implementation/Termination**

### **A. Date of implementation**

Fall 2015

### **B. Plans for recruiting students**

We estimate approximately one-third of the BEM students will apply for the MSDM. The BEM students will be made aware of the opportunities to continue their education at the entrance point to their baccalaureate degree. Various recruiting activities are currently taking place for the BEM and it is logical to extend the reach of these activities to those who are ready or have expressed interest in continuing their education. Targeted recruiting activities include information mailings to Fire Service and Law Enforcement Association members; visitation to various association meetings, web advertising and word of mouth distribution as current BEM students are spreading the information around their work units. We will additionally leverage opportunities to market and provide awareness of the program through DHSs University and Agency Partnership Initiative (UAPI) and the FEMA Higher Education Initiative.

### **C. Termination date (if any)**

There are no plans to terminate the program.

### **D. Plans for phasing out program if it proves unsuccessful**

Though not likely, if the program were terminated student progress and requirements would be assessed and a plan of course offerings that allowed all current students to complete requirements would be put into place. No additional students would be admitted prior to putting this plan in place. Teach out should take no longer than approximately 3 semesters.

### **E. Assessment of the program.**

See Student Learning Outcomes, Attached

**RESOURCE COMMITMENT TO THE  
Masters in Security and Disaster Management DEGREE PROGRAM**

Resources	Existing	New		Total
	College/School	College/School	Others (Specify)	
Regular Faculty FTE = 1	\$92,769	\$42,075	0	\$116,233
Adjunct Faculty FTE = 1	\$38,360	\$16,440	0	\$54,800
Teaching Assistants (3 starting in FY16)	0	\$44,460	0	\$44,460
Instructional Facilities: Bunn 222 (seminar room) Bunn 208D (smart classroom)	631 SF	0	0	631 SF
Office Space: Bunn 222B Bunn 218C (will use existing SOM space for new hires)	284 SF	280 SF (approx.)	0	564 SF
Lab Space (Sq. Footage)	0	0	0	0
Computer & Networking (in dollars)	\$35,000	0	\$40,000	\$75,000
Research/ Instructional/ office Equipment (in dollars)	\$3,000	0	\$10,000	\$13,000
Support Staff FT = .5 in FY15 FTE = 1 in FY16	\$41,977	\$41,977	0	\$83,954
Supplies (in dollars)	\$5,500	0	0	\$5,500
Travel (in dollars)	\$16,000	0	0	\$16,000

Signature

Dean of College/School Proposing New Degree Program

Date

# Budget Support Documentation for Prospectus and Format 3 Proposal

## E. Budget:

### 1. The budget projections (revenue and expenditures) for each of the first three years of operation:

MSDM Projected Revenues:				MSDM Projected Expenses:			
	FY16	FY17	FY18		FY16	FY17	FY18
Unrestricted:	Year 1	Year 2	Year 3		Year 1	Year 2	Year 3
General Fund (includes \$145k strategic reallocation and \$145k match from SOM)	\$290,000	\$290,000	\$290,000	Salaries and Benefits:			
Student Tuition*	\$105,975	\$247,275	\$209,115	MSDM Director .4 FTE	\$72,516	\$73,966	\$75,446
Indirect Cost Recovery	\$0	\$0	\$0	MSDM Term Faculty .2 FTE	\$22,109	\$22,551	\$23,002
TVEP or Other	\$0	\$0	\$0	MSDM New Term Faculty .2 FTE	\$21,675	\$22,109	\$22,551
Total Unrestricted Revenue	\$395,975	\$537,275	\$499,115	MSDM New Tenure-Track Faculty .2 FTE	\$0	\$21,675	\$22,109
Restricted:				MSDM Adjunct Faculty 1 FTE	\$54,800	\$55,896	\$57,014
Federal Receipts	\$0	\$0	\$0	Graduate Teaching Assistants 1.5 FTE	\$44,460	\$45,349	\$46,256
Corporate Donation	\$20,000	\$10,000	\$0	Support Staff 1 FTE	\$83,954	\$85,633	\$87,346
Total Restricted Revenue	\$20,000	\$10,000	\$0	Relocation Allowance for new hire	\$5,000	\$5,000	\$0
				Total Salaries and Benefits	\$304,513	\$332,179	\$333,722
				Computers and Online Technology	\$75,000	\$35,000	\$35,000
				Office and Classroom furniture	\$13,000	\$3,000	\$3,000
				Supplies/Services	\$5,500	\$5,500	\$5,500
				Travel (recruiting/elearn training/etc	\$16,000	\$16,000	\$16,000
				Total Other Expenses	\$109,500	\$59,500	\$59,500
Total Annual Revenues	\$415,975	\$547,275	\$499,115	Total Annual Expenditures	\$414,013	\$391,679	\$393,222

Student Tuition Projections*	Year 1	Year 2	Year 3*
Number of students	15	35	45
Number of credit hrs per student per year	15	15	15
Total # of credit hours generated	225	525	675
Graduate Tuition (FY15 rate)	\$403	\$403	\$403
Total Tuition	\$90,675	\$211,575	\$272,025
Percent of Tuition accruing to SOM	100%	100%	60%
UAF Central Tuition	\$0	\$0	\$108,810
SOM Tuition	\$90,675	\$211,575	\$163,215
SOM Tuition Surcharge (100% to SOM)	\$15,300	\$35,700	\$45,900
Total SOM Tuition + Surcharge	\$105,975	\$247,275	\$209,115
In year 3 the total amount of tuition accruing to SOM for the HSEM will go back down to 60%.			



## 2. Revenue and expenditures associated with the change itself:

MSDM Projected Revenues:		MSDM Projected Expenses:	
	FY15		FY15
Unrestricted:			
General Fund (includes \$75k strategic reallocation and \$75k match from SOM)	\$150,000	Salaries and Benefits:	
Student Tuition (no tuition in FY15)	\$0	MSDM Director .4 FTE	\$71,094
Indirect Cost Recovery	\$0	MSDM Term Faculty .2 FTE	\$21,675
TVEP or Other	\$0	MSDM Adjunct Faculty .7 FTE	\$38,360
Total Unrestricted Revenue	\$150,000	Support Staff .5 FTE	\$41,977
		Total Salaries and Benefits	\$173,106
Restricted:			
Federal Receipts	\$0		
Corporate Donation	\$20,000	Computers and Online Technology	\$35,000
Total Restricted Revenue	\$20,000	Office and Classroom furniture	\$3,000
		Supplies/Services	\$5,500
		Travel (recruiting/elearn training/etc	\$16,000
		Total Other Expenses	\$59,500
Total FY15 Revenue	\$170,000	Total FY15 Expenditures	\$232,606
Note: Strategic Reallocation provides \$75,000 in FY15 and an additional \$70,000 in FY16.		Note: FY15 salaries include program coordination and online course development.	

## 3. Institutional financial support to be reallocated to accommodate the change:

The School of Management received a permanent Strategic Reallocation of \$75,000 in FY15 and an additional \$70,000 in FY16 (for a total of \$145,000) for the online MSDM program. The SOM will match the reallocation with existing resources and increased tuition revenue. No additional resources outside of the SOM will be required.

## 4. The budgetary and financial implication of the change for the entire institution:

Initial costs are covered by student tuition. There is negative budgetary or financial implication for the entire institution.

UNIVERSITY OF ALASKA FAIRBANKS  
SCHOOL OF MANAGEMENT (SOM)  
HOMELAND SECURITY AND EMERGENCY MANAGEMENT (HSEM) PROGRAM  
PROSPECTUS—MASTER OF SECURITY AND DISASTER MANAGEMENT

**A. MISSION AND GOALS:**

**Mission:** The mission of the online Master of Security and Disaster Management (MSDM) program is to provide both aspiring and existing homeland defense/security and emergency management practitioners the education needed to lead and manage at the operational to strategic levels within their chosen career field.

Leveraging the education provided within the bachelor of emergency management (BEM) degree, the master's degree requires an extended level of synthesis and integration of the critical thinking and analysis skills required for managers and leaders in the homeland defense/security and emergency management enterprise. The program builds upon the experience and education of those within this highly interdisciplinary enterprise, providing a relevant graduate level education focusing on the operational to strategic requirements of our collective public safety.

Significantly, the bachelor of emergency management program has grown from four in 2010 to over one-hundred forty (2014). Growth within the program has occurred due to the evolving nature of the homeland defense and security and emergency management enterprise and the recognized need for a formal education supporting our first responders and those who are looked to lead and management within these associated fields. Current BEM students are first responders in fire and law enforcement, students with diverse backgrounds and a growing interest in emergency management, veterans who are re-tooling for job placement and agency staff using the BEM for professional development.

**Delivery Method:** The program will be offered online through a combination of both synchronous and asynchronous (hybrid) means. This will provide those who are already employed the flexibility needed to participate within the program while simultaneously providing our in resident students the ability to interface with other students locally, within Alaska and nationally as well. The curriculum delivery method for the program builds upon the success of BEM and benefits from those lessons learned from the BEM development and delivery experience.

**B. AUTHORIZATION:**

The University of Alaska Fairbanks (UAF) is one of four individually accredited universities within the University of Alaska system. UAF has been continuously accredited since 1934 by the Northwest Commission on Colleges and Universities.

The Constitution of the State of Alaska establishes the University of Alaska as the state university, governed by a Board of Regents appointed by the governor. Alaska Statutes provide for a board of eleven voting members, including one student, with authority to carry out the mission of the university system and its constituent units, including the determination and regulation of the university's course of instruction and the conferring of degrees. Members of the board have no contractual, employment, or financial interest in the university. The chair is elected from among the board. The board appoints the president of the university system, who in turn appoints the chancellor of UAF. Both officers are full-time employees whose only responsibility is to the institution.

## C. EDUCATIONAL OFFERINGS:

Descriptive information for Master of Security and Disaster Management degree:

Complete the admission process including:

1. a) Applications will be reviewed on a continuous basis  
b) Applicants must submit a score from the Watson-Glaser Critical Thinking exam
2. Complete the general university requirements
3. Complete the master's degree requirements
4. If a student earns grades of two C's, one D, or one F in courses that are part of his/her HSEM program, the student will no longer be in good standing in the HSEM program even if his/her cumulative GPA remains at or above 3.0. HSEM students who are not in good standing will be subject to review and may be dismissed by the HSEM committee. Students may not use more than two F600-level courses with C grades on their Advancement to Candidacy application. An A or B grade must be earned in F400-level courses.
5. Students without a background in HSEM will be required to take HSEM F301, Principles of Emergency Management & Homeland Security. This course will not count toward the MSDM program. In addition, students without a background in HSEM may be required to take up to 2, 400-level HSEM courses that are prerequisites for specific 600-level courses. When this is required, the 400-level courses will count as a 400-level elective in the program.
6. Complete the following HSEM courses:

HSEM F601	Legal Aspects of Homeland Security & Emergency Mgmt.....	3
HSEM F603	Disaster Management Policy.....	3
HSEM F605	Community Planning in Emergency Management.....	3
HSEM F607	Vulnerability and Protection.....	3
HSEM F609	Human Security.....	3
HSEM F632	Project Management.....	3
HSEM F665	Strategic Collaboration.....	3
7. Complete 6 credits from the following:.....6

HSEM F613	International Disaster Management.....	3
HSEM F692	MSDM Seminar (may be repeated when topic changes).....	3
Any 400-level HSEM course not previously taken as an undergraduate.....		3
8. Up to 6 graduate level credits may be transferred from: The National Fire Academy, FBI National Academy or Command and General Staff College or similar approved ACE graduate credit. These may substitute for 6 credits from (7) above.
9. Complete HSEM F690 Security and Disaster Management Capstone .....3
10. Total credits for degree.....30

## 1. COURSE DESCRIPTIONS

### **HSEM F601 Legal Aspects of Homeland Security & Emergency Mgmt**

Homeland security and emergency management (HSEM) are heavily regulated by US Code, executive agency guidelines and various federal and state laws and regulations. Participants in emergency planning and execution, are, themselves, subject to myriad laws and regulations while executing their response functions but also in the way they coordinate and interact with other responders whose authorities may differ from their own. This course examines the applicable statutory, regulatory and policy aspects regulating HSEM. It begins with an overview of the Constitution, Separation of Powers and Federalism—the foundation that defines the legal basis for federal, state, tribal and local action before, during and after emergency and contingency

management. With this background, the course focuses on relevant statutes such as the Stafford Act, the Economy Act Insurrection Act, Posse Comitatus Act, and those relating to governmental and individual liability/defenses while performing emergency and contingency management. *Prerequisite: Must be admitted to the MSDM program; or permission of the HSEM Program Director.*

#### **HSEM F603 Disaster Management Policy**

This course will provide context for and contemporary coverage of the fields of disaster management and homeland security. Emphasis will be placed on the role of persons at all levels; federal, state and local. This can include scientists, engineers, civil and military, elected/appointed officials, and first responders. The course will explore how social science research can be usefully applied to policy development and everyday practice. Students will discuss and review public policy, organizational management and leadership issues they will face as future practitioners and leaders in the field. *Prerequisites: Must be admitted to MSDM program; or permission of the HSEM Program Director.*

#### **HSEM F605 Community Planning in Emergency Management**

This course will teach students how community and urban planning principles affect the homeland security and emergency management enterprise. This class is designed with both the traditional emergency manager and urban/community planner in mind to provide a wider perspective as to the larger considerations of urban and community planning in the planning of preparedness. Students will be taught the application of urban community planning methodologies, policies, programs and activities in the context of emergency management. This is an advanced class with the assumption that students have a foundational understanding of basic emergency management and/or homeland security. *Prerequisites: HSEM F412; Must be admitted to MSDM program; or permission of HSEM Program Director.*

#### **HSEM F607 Vulnerability and Protection**

This course examines security as a discipline and responsibility. The key focus of security is the protection of assets, whether in the public or private sector. It also includes management principles and concepts that practitioners can use to develop defensible and resilient operations, communities and businesses. The course explores the relationship of security to vulnerability and its role in the overall management of risk. It delves into the functions and responsibilities of security practitioners in public and private organizations, and broaches key aspects of institutional security concerns, including control of access, terrorist attack, critical infrastructure protection, insider threats and workplace violence. The course touches on the evolving nature of the homeland security enterprise and of protective concerns within a global context. *Prerequisites: must be admitted to MSDM program; or permission of HSEM Program Director.*

#### **HSEM F609 Human Security**

This course provides an overview of the fundamental elements of what makes an individual or community *feel* and, actually be secure. By our nature, human security requires a systems-based approach to understanding and managing the interdisciplinary nature of defining the foundations of security. HSEM 609 explores the core components of security, including: definitions, interpretations of threat and disaster potential; citizen relationships to government; laws, policies and strategies; and, how theory connects to practice. HSEM 609 uses case studies from man-made threats and natural hazards to examine government versus human-centric approaches in advance of, during and post-event. *Prerequisites: must be admitted to MSDM program; or permission of HSEM Program Director*

#### **HSEM F632 Project Management**

This course is designed to cover key components of project management fundamentals with emphasis on the project lifecycle, project definition, project schedule and cost management, human resource allocation, and the challenges facing project managers in every industry. We will focus on concepts, theories, and best practices, while discussing managing and leading project teams in complex environments. *Prerequisites: must be admitted to MSDM program; or permission of HSEM Program Director*

#### **HSEM F665 Strategic Collaboration**

This course is designed to explore the techniques of collaboration and communication and their strategic use in managing contemporary organizations. Students will identify their own

communication style and how to deploy it in various managerial situations. Topics will include exploring individual personality type and the effect of type on collaborative style, identifying the purposes for types of communication, conflict and collaboration, the presentation of data and results. Emergency communication will also be explored. Students will work on improving practical skills such as listening, writing and creating and delivering presentations. *Prerequisites: must be admitted to the MSDM or the MBA program; or permission of the HSEM Program Director or MBA Program Manager.* Cross-listed with MBA F665.

#### **HSEM F613 International Disaster Management**

HSEM 613 serves as an overview of international disaster management (IDM) addressing the complex and interrelated issues of disasters in a global context. The course will explore historical, socio economic, risk, hazard, response, preparedness and recovery aspects of international disasters. Special emphasis will be placed on the understanding of those organizations and agencies which play a prominent role in the international disaster management arena. *Prerequisites: must be admitted to MSDM program; or permission of HSEM Program Director*

#### **HSEM F692 MSDM Seminar (may be repeated when topic changes)**

This course is designed to bring Homeland Security and Emergency Management topics into the classroom as necessary. Such topics might include International Security, Disaster Logistics, or Disaster Economics. Additional topics will arise out of current events. This class may be taken 2 times as topics change. *Prerequisites: must be admitted to MSDM program; or permission of HSEM Program Director*

#### **HSEM F690 Security and Disaster Management Capstone**

HSEM F690 serves as the capstone course for the Security and Disaster Management program. This course will focus on the integration of both security as well as disaster management in a complex globalized environment. The course will explore touch points for public and private partnerships, organizing for effective security and disaster management solutions and the development of effective policies for both the public and private sectors. *Prerequisites: must be admitted to MSDM program; or permission of HSEM Program Director*

### **D. PLANNING**

Student demand serves as the primary driver to the initiative to develop and deliver the MSDM.

Considering the growth of the program the past few years and the continued interest developed, student interest from within the program has continued to grow year by year.

We have also received several letters of support from both the public and private sector supporting the development of the MSDM.

Need for Program: This program is not required for other programs to date. The Veterinary Medicine program here at UAF has indicated an interest in having their student participate in this degree upon approval.

Currently, there is no other program of this type here in Alaska.

#### **Employment market needs:**

The career outlook for emergency management directors is expected to remain stable, growing at a moderate pace. The BLS projects that positions among these professionals will grow by 13 percent between 2010 and 2020.

<http://www.schools.com/news/emergency-management-directors-salary-career-outlook.html>

US New and World Report (Money) Emergency Management Specialist "As one of the 50 Best jobs of 2011, should have strong growth over the decade."

<http://money.usnews.com/money/careers/articles/2010/12/06/best-jobs-2011-emergency-management-specialist>

### **E. BUDGET**

See Budget Support Documentation, attached

### **F. STUDENT SERVICES**

Local students will access student assistance at UAF and there are student services available as well through eLearning. Help with Blackboard and other university technology is available through eLearning

and OIT. Students can call Disability Services, their academic advisor in the HSEM department or the Student Services staff at eLearning and the main campus for any assistance they need.

#### **G. PHYSICAL FACILITIES**

This proposal anticipates a small number of local students who can be served in the present HSEM classroom in Bunnell. No new facilities are anticipated.

#### **H. LIBRARY AND INFORMATION RESOURCES:**

There are adequate library services for this degree. Many items are available electronically and can therefore be accessed by the students in most locations. The delivery of this program is online so students will have to have access to the internet.

#### **I. FACULTY AND STAFF-**

HSEM faculty and the adjunct corps will meet the current need for delivery of the MSDM program. The School of Management has received a reallocation, already budgeted, that will allow the hire of two additional faculty members for the program.

#### **Cameron Carlson, HSEM Program Director, Instructor**

M.A. Webster University, St. Louis, MO., International Relations

Director, Center for the Study of Security, Hazards, Response and Preparedness (2013-present)

Department Chair/ Department of Military Science and Leadership, College of Liberal Arts, University of Alaska Fairbanks (2003-2006)

Project Management Professional (PMP) certification

Federal Emergency Management Agency, Emergency Management Institute (EMI) Professional Development Series—June, 2010

National Incident Management System (NIMS) (100, 200, 300, 400 levels) 2007—2010

State of Alaska Division of Homeland Security and Emergency Management Intermediate ICS for Expanding Incidents—June, 2009

Texas A&M Engineering and Extension Service (TEEX) Incident Management courses

Department of Homeland Security and U.S. Army: a number of courses and certificates including many of the topics covered in the MSDM program

Various volunteer and Professional Organization activities

#### **Awards**

32 Military Awards

University of Alaska Fairbanks, College of Liberal Arts Teaching Excellence Award (SY 03-04, 04-05, 05-06)

Commandants List, Infantry Officer's Basic Course (1987)

George C Marshall National Leadership Award recipient (1986)

Distinguished Military Graduate, Monmouth University (1986)

Alden Partridge Leadership Award recipient, Monmouth University (1985, 1986)

#### **Sean E. McGee, HSEM Instructor**

M. A. Justice Administration and Management, UAF, ABT, anticipated completion spring 2015

Instructor, HSEM program courses:

Introduction to Emergency Management (HSEM F293, F220)

Introduction to Homeland Security (HSEM F221)  
Critical Infrastructure Protection (HSEM F233)  
Intelligence Analysis and Security Management (HSEM F225)  
Transportation and Border Security (HSEM F227)  
Principles of Homeland Security and Emergency Management (HSEM F301)

20+ years in Law Enforcement at UAF, for the North Slope Borough and with Anchorage PD Chief, UAF Police Department, 2005-2013

Alaska State Troopers Special Emergency Reaction Team (S.E.R.T.) 1998-2013 State Troopers' primary instructor at annual training events for S.E.R.T.

F.B.I. National Academy Graduate 2002  
Incident Command System Training  
Alaska Police Standard Council's Advanced Certification  
Alaska Police Standard Council's Methods of Instruction Certification

**Instructor:**

Chemical Agents in Law Enforcement  
Firearms and Defensive Tactics  
Less Lethal Force Options  
Taser, Oleoresin Capsicum Aerosol Training, and the use of intermediate impact weapons, CTC Law Enforcement Academy

Various volunteer and Professional Organization activities

**Adjunct Faculty:**

Stephen P. Recca

M.A. National Security Affairs, Naval Postgraduate School

Pacific Disaster Center, Kihei, Hawaii

Senior Advisor for Humanitarian Assistance and Disaster Relief, 2009 – Present

Naval Postgraduate School, Center for Homeland Defense and Security

Director, University and Agency Partnership Initiative, 2012 – Present

Deputy Director, 2009-2012

Center for Homeland Security, University of Colorado, Colorado Springs

Director and Faculty Member, 2008 – 2009

Deputy Director, 2006 – 2007,

Consultant, September 2004 – 2006

Clients: Delta Solutions and Strategies, LLC; InnoCentive; Strategic Analysis, Inc;  
Carmichael Training Systems

Defense Intelligence Agency, Munich, Germany

Director and Chief of Foreign Liaison, 2003 – January 2005

Navy Postgraduate School, Monterey, CA

Intelligence Chair, Faculty Member, and Program Manager, 2001 - 2002

U.S. Embassy, Oslo, Norway

Assistant Naval Attaché, 1998 - 2001

Secretary of the Navy and Director of Central Intelligence, Washington, DC

Speechwriter/Special Assistant, 1995 - 1998

**David Kang**

M.S., Global Supply Chain Management, University of Alaska Anchorage

FEMA Response Directorate  
Regional Planning Branch Chief

State of AK, DMVA/DHS&EM  
Program Manager, Planning  
Program Manager, Operations  
Program Manager, Exercise/Training/Homeland Security Grants

Alaska Army National Guard  
Platoon Leader/Battle Captain, 1-297th Infantry Battalion

**Major Projects**

Community Security Vulnerability Assessment  
Governor's Climate Change, Immediate Action Workgroup  
State of Alaska Hazard Mitigation Plan Update  
State of Alaska Emergency Operation Plan Update  
State of Alaska Homeland Security Strategy  
State of Alaska Multi-Agency Coordination Operations Handbook

**Grant & Fund Direct Management**

Department of Homeland Security (DHS) Buffer Zone Protection Program Grant Program  
DHS Homeland Security Grant Program, Planning  
FEMA Hazard Mitigation Grant Program  
Material Local Emergency Planning Committee Grant  
Metropolitan Medical Response Program  
National Hazardous Materials Emergency Preparedness Grant  
National Emergency Management Performance Grant  
Pre-Disaster Mitigation Grant Program

**Nick Catranzos**

M.S. Security Studies, Naval Postgraduate School, Monterey, CA

Metropolitan Water District of Southern California, Los Angeles, CA  
Security Unit Manager

ManTech Security Technologies Corporation, Bethesda, MD  
Program Manager/Homeland Security Practice Leader

Control Risks / Kroll / Independent consulting, McLean, VA / Los Angeles, CA  
Director of Operations

**Certifications and Licenses**

American Society for Industrial Security's board certification in security management  
Certified Protection Professional

FEMA/EMI:

Emergency Program Manager  
National Incident Mgt. System

Incident Command  
Mitigation and Radiological Emergency Management



FEMA/National Fire Academy:  
Emergency Response to Terrorism, Train-the-Trainer Program

American Red Cross  
Damage Assessment Specialist

Sandia National Laboratories  
Risk Assessment Methodology

HAZMAT Incident Commander

#### **Kurt Didier**

M. S. Strategic Studies, Air War College  
J.D., Loyola Law School, Los Angeles, CA

United States Department of Justice,  
Assistant United States Attorney

US Army Judge Advocate General's Corps (USA JAGC),  
Staff Judge Advocate,  
Deputy Staff Judge Advocate

Dept. of the Army  
Special Assistant U.S. Attorney,

#### **Publications:**

*Construction Contracting and the New Two-Phase Design-Build Procedures*, 27 PUB. CON. L. J. 589 (1998).

"Diplomacy and Libya: Balancing Foreign Policy with Private Party Litigation," *Diplomacy and Statecraft*, Vol. 22, No. 2, Jun 2011, 338-349.

"Colin Powell, Decisive Force and the 1989 Philippine Coup Crisis," *Strategy & Tactics*, No. 277 (November 2012).

#### **Staff:**

Anita Hughes, HSEM Program Manager (split with MBA Program Manager duties until Fall 2015)

M.B.A., Willamette University, Salem Oregon, 1998  
M.S. Economics, Oregon State University 1994

Associate Registrar, UAF  
Recruiting, student services and program management for MBA programs at Willamette University and Oregon State University; Registrar, Clatsop CC, Oregon  
Hewlett Packard, Corvallis, OR. Market Research Analyst; led global market research project

Francine Davis  
M.B.A. UAF 2010  
UAF School of Management  
Fiscal Officer, 2002 – present

#### **Professional Certification**

Certified Research Administrator

## Master of Security and Disaster Management

3-year Plan. Students may begin either Fall or Spring semesters.

### Fall XX (Year 1)

HSEM F601 Legal Aspects of Homeland Security and Emergency Management

HSEM F603 Disaster Management Policy

HSEM F607 Vulnerability and Protection

### Spring XX

HSEM F605 Community Planning in Emergency Management

HSEM/MBA F632 Project Management

HSEM F690 Security and Disaster Management Capstone

### Summer XX

HSEM F609 Human Security

HSEM F692 Seminar in Security and Disaster Management

HSEM/MBA F665 Strategic Collaboration

Several 400-level electives available each semester at the students' option

### Fall XX (Year 2)

HSEM F601 Legal Aspects of Homeland Security and Emergency Management

HSEM F603 Disaster Management Policy

HSEM F607 Vulnerability and Protection

### Spring XX

HSEM F605 Community Planning in Emergency Management

HSEM/MBA F632 Project Management

HSEM F690 Security and Disaster Management Capstone

### Summer XX

HSEM F609 Human Security

HSEM F692 Seminar in Security and Disaster Management

HSEM/MBA F665 Strategic Collaboration

Several 400-level electives available each semester at the students' option

### Fall XX (Year 3)

HSEM F601 Legal Aspects of Homeland Security and Emergency Management

HSEM F603 Disaster Management Policy

HSEM F607 Vulnerability and Protection

### Spring XX

HSEM F605 Community Planning in Emergency Management

HSEM/MBA F632 Project Management

HSEM F690 Security and Disaster Management Capstone

### Summer XX

HSEM F609 Human Security  
HSEM F692 Seminar in Security and Disaster Management  
HSEM/MBA F665 Strategic Collaboration

Several 400-level electives available each semester at the students' option

**Student Learning Outcomes Assessment Plan**  
**School of Management**  
**Master of Security and Disaster Management (proposed)**  
**2015**

Objectives/Outcomes	Assessment Criteria and Procedures	Implementation (what, when, who)
<b>EM Program Impacts</b>  Students should be able to identify and use the different types of community and urban planning tools to explain emergency management program impacts.	<u>Instrument:</u> Embedded questions in Unit Quizzes  <u>Rubric:</u> will be developed and recorded as questions are developed  <u>Min. standard:</u> 80% of students meet or exceed expectations	Data collected from HSEM F605, Community Planning in Emergency Management. Same questions every semester.  Data collected from every course offering; assessment every year.
<b>All Hazards and Disaster Management Cycle</b>  Students should understand the Disaster Management Cycle as it pertains to an All Hazards approach.	<u>Instrument:</u> Embedded questions and essay question.  <u>Rubric:</u> will be developed and recorded as questions are developed prior to courses being taught  <u>Min. standard:</u> 80% of students meet or exceed expectations	Data collected from HSEM F690, Security and Disaster Management Capstone  Data collected from every course offering; assessment every year
<b>Communication</b>  Written: Students should be able to develop a paper using cogent arguments or opinions on topics pertaining to the field of study.  Oral: Students should be able to deliver a professional Powerpoint or Prezi presentation and field questions related to the presentation with confidence and poise.	<u>Instrument:</u> Writing Assignments  <u>Rubric:</u> use SOM rubric  <u>Min. Standard:</u> 80% of students meet or exceed expectations  <u>Instrument:</u> Oral Presentations  <u>Rubric:</u> use SOM rubric  <u>Min. Standard:</u> 80% of students meet or exceed expectations	Written: Writing samples will be collected from HSEM F607, Vulnerability and Protection and HSEM F603, Disaster Management Policy  Oral: Video captured oral presentations will be collected from HSEM/MBA F665, Strategic Collaboration  Data collected from every course offering; assessment every year

<p><b>Critical Thinking</b></p> <p>Students should be able to demonstrate independent, strategic and critical thinking skills</p>	<p><u>Instrument:</u> Watson-Glaser Test (WG)</p> <p><u>Rubric:</u> The WG rubric is internal to the exam with percentiles and ranges reported for students vs. peer groups.</p> <p><u>Min. Standard:</u> The WG minimal standards are that 100% of the students achieve an overall percentile of 50% or better compared to the norm group of “bachelor’s degree” and/or a score of 25/40 or better.</p>	<p>Students are tested in at the time of Admission and will be tested again using the same instrument in the final, capstone course.</p>
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