

The UAF Faculty Senate passed the following at Meeting #204 on February 2, 2015:

**MOTION:**

The UAF Faculty Senate moves to approve a new Master of Security and Disaster Management, housed in the School of Management (Department of Homeland Security and Emergency Management).

Effective: Fall 2015

Rationale: This program would allow 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. This on-line program meets an Alaska state need, in that many individuals who work in emergency management and homeland security are based in rural Alaska, where opportunities for education and career advancement are not readily available. Existing programs such as EMT and fire science are career tracks in practical fields. The new Master's in Security and Disaster Management extends that practical education by building higher-level skills that are required for leadership and management decisions. This program will recruit a new class of students, whose needs will be met by faculty resources already in place. There are no negative financial implications for the institution.

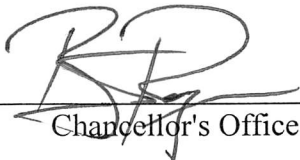
See the program proposal #31-GNP on file in the Governance Office, 312B Signers' Hall.

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\_\_\_\_\_  
President, UAF Faculty Senate

APPROVAL: \_\_\_\_\_

  
Chancellor's Office

DATE: \_\_\_\_\_

2/3/15

DISAPPROVED: \_\_\_\_\_

Chancellor's Office

DATE: \_\_\_\_\_

**Brief Statement of Program:**

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.

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.

**Proposed Requirements and Catalog Layout:****Master of Security and Disaster Management**

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

Resources Impact Statement, additional financial information, BOR Program Action Request and Summary are included on the following pages.

**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

0-12-14

## 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.



**Board of Regents Program Action Request**  
**University of Alaska**  
 Proposal to Add, Change, or Delete a Program of Study

1a. UA University (choose one) UAF	1b. School or College School of Management	1c. Department or Program Masters in Security and Disaster Management																																								
2. Complete Program Title																																										
3. Type of Program																																										
<input type="checkbox"/> Undergraduate Certificate <input type="checkbox"/> Associate <input type="checkbox"/> Baccalaureate <input type="checkbox"/> Post-Baccalaureate Certificate <input checked="" type="checkbox"/> Master's <input type="checkbox"/> Graduate Certificate <input type="checkbox"/> Doctorate																																										
4. Type of Action		5. Implementation date (semester, year)																																								
<input checked="" type="checkbox"/> Add <input type="checkbox"/> Change <input type="checkbox"/> Delete		<input checked="" type="checkbox"/> Fall <input type="checkbox"/> Spring <input type="checkbox"/> Summer     Year 2015																																								
6. Projected Revenue and Expenditure Summary. Not Required if the requested action is deletion. (Provide information for the 5 <sup>th</sup> year after program or program change approval if a baccalaureate or doctoral degree program; for the 3 <sup>rd</sup> year after program approval if a master's or associate degree program; and for the 2 <sup>nd</sup> year after program approval if a graduate or undergraduate certificate. If information is provided for another year, specify (1st) and explain in the program summary attached). Note that Revenues and Expenditures are not always entirely new; some may be current (see 7d.)																																										
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Page # of attached summary where the budget is discussed, including initial phase-in:																																										
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8. Facilities: New or substantially (>\$25,000 cost) renovated facilities will be required. <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, discuss the extent, probable cost, and anticipated funding source(s), in addition to those listed in sections 6 and 7 above.																																										

<sup>1</sup>Sometimes the courses required by a new degree or certificate program are already being taught by an MAU, e.g., as a minor requirement. Similarly, other program needs like equipment may already be owned. 100% of the value is indicated even though the course or other resource may be shared.



9. Projected enrollments (headcount of majors). If this is a program deletion request, project the teach out enrollments.

Year 1: 15

Year 2: 35

Year 3: 45

Year 4: 50

Page number of attached summary where demand for this program is discussed:

10. Number\* of new TA or faculty hires anticipated (or number of positions eliminated if a program deletion):

Graduate TA	1.5 FTE (3@ .5FTE)
Adjunct	1 FTE (10@ .1 FTE)
Term	1 FTE
Tenure track	1 FTE

11. Number\* of TAs or faculty to be reassigned:

Graduate TA	
Adjunct	
Term	
Tenure track	

Former assignment of any reassigned faculty:

For more information see page \_\_\_\_\_ of the attached summary.

12. Other programs affected by the proposed action, including those at other MAUs (please list):

Program Affected	Anticipated Effect

Page number of attached summary where effects on other programs are discussed:

13. Specialized accreditation or other external program certification needed or anticipated. List all that apply or 'none':

14. Aligns with University or campus mission, goals, core themes, and objectives (list):

Page in attached summary where alignment is discussed:

15. Aligns with Shaping Alaska's Future themes:

Page in attached summary where alignment is discussed:

16. Aligns with Academic Master Plan goals:

Page in attached summary where alignment is discussed:

17. State needs met by this program (list):

Page in the attached summary where the state needs to be met are discussed:

18. Program is initially planned to be: (check all that apply)

- ☐ Available to students attending classes at campus(es).
- ☐ Available to students via e-learning.
- ☐ Partially available students via e-learning.

Page # in attached summary where e-learning is discussed:

Submitted by the \_\_\_\_\_ with the concurrence of its Faculty Senate.  
(choose one above)

\_\_\_\_\_  
Provost

\_\_\_\_\_  
Date

\_\_\_\_\_  
Chancellor

\_\_\_\_\_  
Date

☐ Recommend Approval

☐ Recommend Disapproval

\_\_\_\_\_  
UA Vice President for Academic Affairs on behalf of  
the Statewide Academic Council

\_\_\_\_\_  
Date



\*Net FTE (full-time equivalents). For example, if a faculty member will be reassigned from another program, but his/her original program will hire a replacement, there is one net new faculty member. Use fractions if appropriate. Graduate TAs are normally 0.5 FTE. The numbers should be consistent with the revenue/expenditure information provided.

Attachments:

☐ Summary of Degree or Certificate Program Proposal

☐ Other (optional)

Revised: 07/10/2014

## MSDM Program Summary for Board of Regents

### 1. Program goals and evaluation

- To develop individuals to serve in leadership and management roles....encourage....understanding of policy and implementation...
  - Evaluated through HSEM and 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 .....
  - Evaluated through HSEM F605, Community Planning in Emergency Management
- To ..... manage an “All Hazards” approach to preparing for and managing disasters .....
  - Evaluated through HSEM F611, Security and Disaster Management Capstone, HSEM F607, Vulnerability and Protection and HSEM F609 Human Security....
- To ... develop the critical thinking skills, analytical abilities and leadership/management capacity ...
  - All courses are focused on thinking critically and analytically about situations, policy etc. This will be assessed at the time of admission and again in HSEM F611 to assess the growth in critical thinking skills as a result of the program.

### 2. Faculty

Cameron Carlson, HSEM program Director, C-SSHRP Director, Instructor  
Duties include oversight of C-SSHRP (make the connection here), oversight of undergraduate Bachelor of Emergency Management program, teaching various courses within the BEM program. CV 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.

Various adjuncts who are leaders and managers in the field of Homeland Security and Emergency Management

### 3. Enrollment information

#### a) Projected:

Current enrollment: Bachelor of Emergency Management: 139. 30% are projected to move on to the graduate level. Interest has been received from outside of the BEM graduates. We project enrollment to be: years 1 (15 students), 2 (20 students), 3, (25 students) 4, (25

students) and 5 (25 students)

- b) Minimum enrollment to sustain the program: years 1 (15 students), 2 (15 students), 3, (15 students) 4, (15 students) and 5 (15 students)
- c) Maximum enrollment: up to 25 students per semester for a total of 50 incoming students annually

#### 4. Need for Program

Most BEM students are currently employed in Emergency Management fields. This program will draw those similarly employed. The program provides promotional opportunities in agencies where there is little alternative as no other program like this exists.

In addition, the emergency management field is growing and projections are that growth will continue.

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>

#### 5. Resource Impact

See the Resource Commitment Form, included.