

**BOARD OF HIGHER EDUCATION**  
**REQUEST FOR COMMITTEE AND BOARD ACTION**

**COMMITTEE:** Academic Affairs

**NO.:** AAC 12-26

**COMMITTEE DATE:** February 28, 2012

**BOARD DATE:** March 6, 2012

---

**APPLICATION OF ENDICOTT COLLEGE TO OFFER THE MASTER OF SCIENCE IN  
HOMELAND SECURITY STUDIES**

**MOVED:** The Board of Higher Education hereby approves the Articles of Amendment of **Endicott College** to award the **Master of Science in Homeland Security Studies**

Authority: Massachusetts General Laws Chapter 69, Section 30 et seq.

Contact: Dr. Shelley Tinkham, Assistant Commissioner for Academic, P-16 and Veterans Policy

## **INTENT**

Endicott College, a private, New England Association of Schools and Colleges accredited, four-year institution, located in Beverly, Massachusetts, requests approval to offer the Master of Science in Homeland Security Studies. The proposed degree is designed for current and future homeland security professionals who seek mid- to upper-level leadership positions in this emerging discipline. By providing a multi-disciplinary and broad based curriculum, the program seeks to help students develop the skill sets that are necessary to protect the nation and its citizenry from terrorism and catastrophic disaster.

The discipline of homeland security studies was developed in response to the attacks of September 11, 2001. The federal government took the necessary first steps toward framing homeland security education in the United States with the establishment of the Center for Homeland Defense and Security (CHDS) at the Naval Postgraduate School in Monterey, CA in 2002. The CHDS mandate outlined the need to educate and prepare local, state, tribal and federal leaders to secure the nation's homeland, develop an evidence-based research discipline of homeland security and promote graduate and executive-level homeland security education programs throughout the nation. Subsequent to these efforts, colleges and universities in the United States began to offer graduate, undergraduate, and certificate programs in the emerging field of homeland security studies.

There are currently three academic institutions that offer either emergency management or homeland security programs in Massachusetts: Anna Maria College, Massachusetts Maritime Academy, and the University of Massachusetts Lowell. Given that Massachusetts is home to some of America's most historic and critical infrastructures, including major seaports, airports, commercial and financial centers, bio-research laboratories, technology and defense companies, and medical facilities, the College identified a critical need for a program in homeland securities.

Potential employers of graduates of the proposed program are broad, including but not limited to federal, state and local governments; all levels of law enforcement and intelligence agencies; emergency management, fire services and healthcare agencies; public and private businesses in the corporate and international security fields; all branches of service in the Department of Defense; infrastructure owners and operators; energy and transportation businesses; agencies working to protect agricultural and food resources; technology companies focusing on detection, prevention, mitigation, response, and information; and those agencies engaged in domestic and international anti-terrorism. Graduates of the proposed program will be able to use their education to construct security strategies; help devise national and non-national policy; formulate comprehensive and strategic policy decisions; address effectively governmental and non-governmental vulnerabilities; leverage technology in homeland security; and help elected officials formulate effective protection methodologies.

The proposed program was approved by the College's Board of Trustees on February 12, 2011.

## **INSTITUTIONAL OVERVIEW**

Endicott College was founded in 1939 as a private, two-year women's college by Dr. Eleanor Tupper and Dr. George Bierkoe. In 1944, it was officially approved by the Commonwealth for the granting of Associate in Arts and Associate of Science degrees. In 1988, the College applied for and earned status as a four-year institution and in 1993 transformed into a co-educational institution with the first co-ed class admitted in fall of 1994. In the spring of 1996, the College's first graduate degree program in education was approved. In June, 2001 the

Massachusetts Board of Higher Education approved the petition of the College to offer a Masters of Business Administration. In July of 2001, the Massachusetts Board of Higher Education updated its approval to include the Bachelor of Science degrees in Interior Design, Visual Communications, Hospitality and Tourism Administration, Psychology, Entrepreneurial Studies, Nursing, Physical Education, Communications, Business Administration, Criminal Justice, and Information and Computer Technology. In addition, the Bachelor of Arts in Liberal Studies and the Honorary Doctor of Humane Letters was also authorized. In 2007, Endicott was granted approval to offer the Master of Science in Informational Technology and in 2009 the College was authorized to add the Master of Science in Nursing, Master of Arts in Interior Design and Master of Fine Arts in Interior Design. Most recently, the institution was approved to offer the Ed.D in Educational Leadership in 2011. The institution is also authorized to offer a Bachelor of Science in Environmental Science and an Honorary Doctor of Laws. In its current petition, the College seeks authority to award the Master of Science in Homeland Security Studies.

## **ACADEMIC AND RELATED MATTERS**

### Curriculum (Attachment A)

The proposed Master of Science in Homeland Security Studies degree requires the completion of twelve courses for a total of 36 credits. A typical student would complete the program in 18 months. The curriculum exposes students to homeland security theories, ideas, and issues and culminates with a capstone experience which provides students with the opportunity to broaden and deepen their understanding of their acquired knowledge.

The ability to work collaboratively is more crucial today than ever before within the security field. Graduates of the proposed program will be expected to work collaboratively with colleagues, businesses, government agencies, and international allies. Consequently, the program is cohort-based.

Courses are offered in a hybrid model. Each class meets in a physical classroom for eight, three-hour sessions for a total of 24 contact hours on Saturdays and Wednesday evenings. In addition, students are expected to complete weekly online assignments in GullNet (Endicott's asynchronous learning management system) where coursework, online assignments, forums, and reading materials are available to students. On their own schedule and from any internet-connected computer, students can access course materials, complete online assignments, interact with classmates, and correspond with instructors.

### Admission Requirements

In order to be admitted to the Homeland Security program, prospective students must (as a minimum standard) meet the below criteria:

- Submit a completed application form and a \$50 application fee;
- Earned a four-year undergraduate degree from an accredited institution;
- Submit an official copy of an undergraduate transcript (3.0 grade point average is preferable);
- Submit an essay (300-500 words) describing why they are interested in pursuing a graduate degree in homeland security;
- Submit two letters of reference; and
- Interview with the program director.

All applications to the Master of Science in Homeland Security Studies Program will be

reviewed by the program's director and approved by the Vice President and Dean of the Graduate School.

### Tuition and Fees

The total expense per student is \$20,056.00 for the proposed Homeland Security Studies program.

### Projected Enrollment

Students who are interested in homeland security-related graduate degree programs are often current government employees seeking to advance their careers, individuals seeking a government career or former military personnel looking to embark upon a second career. The institution anticipates an initial enrollment of 15 students per cohort and a high retention rate. The duration of the proposed program is 18 months.

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>
<b>Cohort One</b>	15	14	0	0
<b>Cohort Two</b>		15	14	0
<b>Cohort Three</b>			15	14
<b>Cohort Four</b>				15
<b>Total</b>	15	29	29	29

## **RESOURCES AND BUDGET**

### Administration and Faculty

The proposed program will be housed in the Van Loan School of Graduate and Professional Studies. The College has hired a director for the proposed program who is responsible for all duties related to the program, including teaching, and reports directly to Vice President and Dean of Graduate and Professional Studies. Five current Endicott faculty members with expertise in science, behavior studies, criminal justice and psychology will also teach in the proposed program, including a recently hired Ph.D. qualified faculty member with research experience in maritime piracy, maritime commerce and transnational crime.

### Library Resources

Students and faculty in the proposed new program will be served by the Halle Library, the main library of Endicott College. In addition to hard copy holdings, the principal library resource relevant to the program will be accessible through numerous electronic data bases relevant to homeland security. The library has been expanding its subscriptions in this area in anticipation of initiation of the program. For example, it has added access to the Homeland Security Digital Library Collection, which includes over 77,500 documents related to homeland security policy, strategy, and organizational management. The college also has budgeted additional funds over the next three years for further library acquisitions in support of the homeland security program.

Endicott College has cooperative arrangements with other institutions—especially with other academic and public libraries in the area north of Boston—for either borrowing or electronic reproduction of materials that the college's own library may not have.

### Physical and Information Technology Resources

The proposed program will utilize the physical resources of the Van Loan School of Graduate and Professional Studies including classrooms, a computer lab, offices, student lounges, and conference facilities. Students may also take courses on the main campus. GullNet, the College's learning management system, will be used by faculty as a supplement to classroom teaching. This platform is used in undergraduate and graduate programs, and is fully supported by the Endicott College's information technology department.

### Financial Resources (Attachment B)

A multi-year budget projection has been developed for the proposed program.

## **PROGRAM EFFECTIVENESS**

Endicott College is committed to ongoing assessment of its programs and uses information gathered to make continuous program improvement. Students are expected to participate in formal and informal assessments of courses and coursework. The faculty and program director of the Homeland Security program will review student work using agreed upon rubrics to determine student progress and achievement. A similar process will be used to assess overall program success in terms of program objectives and competencies. Assessments may include: pre/post tests, course evaluations, student satisfaction surveys, alumni surveys, coursework, and employer surveys (post-graduation). The institution developed program goals and student learning outcomes as follows:

### Program Goals

The proposed program is designed to achieve the following:

- To provide the United States with highly educated homeland security professionals who can think and act critically, pragmatically, and strategically about a wide array of complex homeland security issues.
- To provide students an innovative and forward-thinking curriculum that synthesizes homeland security-related competencies, concepts, methodologies, practices, and strategies with a network-based, collaborative learning environment facilitated by the use of technology.
- To provide students the knowledge and skills sets that enable them to design, implement, and evaluate homeland security-related strategies, policies, and plans at any level of government or business.
- To provide a curriculum that prepares students to continue their education at the doctoral level.

### Student Outcome Statements

Upon completion of the Homeland Security Program, students will be able to:

- Demonstrate the ability to think and act critically, pragmatically, and strategically about homeland security.
- Understand, articulate, and influence the multidisciplinary and multivariate architecture of homeland security.
- Design, implement, and evaluate homeland security-related strategies, policies and plans at any level of government or business.
- Construct the inter- and multi-disciplinary relationships needed to better prevent and mitigate the impact of terrorism or disaster upon a community, region, state, or nation.
- Assist elected officials at any level of government to construct more effective prevention and response plans to terrorism, catastrophic accident, and natural disaster.
- Advance homeland security knowledge, methodology, and thinking in such a way that America's infrastructure and citizenry will be more secure against 21st century threats.
- Identify and assess potential terror, accident, and disaster threats to the American homeland.

## **EVALUATION**

### *External Review*

The proposed program was evaluated by an external visiting committee composed of Jason Levy, PhD, Professor and Chair, Homeland Security and Emergency Preparedness, Virginia Commonwealth University; Paul R. Pillar, PhD, Visiting Professor and Director of Studies, Security Studies Program at Georgetown University; and Edward J. Valla, PhD, Federal Bureau of Investigation (FBI), Boston, Massachusetts. The Visiting Committee reviewed the petition and appendices in preparation for the site visit, which took place October 23-25, 2011. During the visit, the Committee met with administrators, faculty, staff, and students; and toured the campus. The criteria that guided the review were the standards currently utilized by the New England Association of Schools and Colleges, supplemented by the criteria of the Independent Institutions of Higher Education Standards, 610 C.M.R. 2.08 (3) (b) through (g).

Overall, the visiting committee expressed strong support for the program and made some recommendations for improvements, most having to do with strengthening faculty resources and making minor changes in the curriculum. The committee recommended that the College add curriculum on risk and vulnerability assessment and legal and constitutional issues, develop a mechanism that would prohibit students from turning in the same assignment for multiple courses, attempt to hire terminally qualified faculty and encourage faculty to submit scholarly papers and attend academic conferences.

### *Institutional Response*

In response to the visiting committee's recommendations, the institution clarified that students will be trained in Model-Based Vulnerability Analysis (MBVA) as part of the curriculum, added additional risk and vulnerability topics to several courses and embedded the legal and constitutional context of homeland security within all courses. The institution recognizes the great deal of overlap between courses and assignments and will develop a mechanism that will prohibit students from turning in the same assignment for multiple courses. The College is committed to hiring terminally qualified faculty for the proposed program and supporting the scholarship and professional development of its faculty. The institution just recently hired a Ph.D. qualified faculty member for the proposed program with research experience in maritime piracy, maritime commerce and transnational crime.

## **PUBLIC HEARING**

The required public hearing was held in the Board of Higher Education office on February 28, 2012. No comments were offered in opposition to the proposed program.

## **STAFF ANALYSIS AND RECOMMENDATION**

After a thorough evaluation of all documentation submitted, staff is satisfied that Endicott College's proposal to offer the **Master of Science in Homeland Security Studies** meets the requirements for NEASC-accredited institutions outlined in 610 CMR 2.08. Recommendation is for approval.

**Attachment A: Curriculum**

**Homeland Security Studies Curriculum Outline**

<b>Major Required (Core) Courses (Total # of courses required = 14)</b>		
<i>Course Number</i>	Course Title	Credit Hours
HLS 505	Introduction to Homeland Security	3
HLS 510	Asymmetric Threats to the American Homeland	3
HLS 525	Intelligence Issues in Homeland Security	3
HLS 530	Graduate Research in Homeland Security	3
HLS 532	Critical Infrastructure Protection	3
HLS 540	Technology for Homeland Security	3
HLS 542	Emergency Management in Homeland Security	3
HLS 550	Project Management for Homeland Security Leaders	3
HLS 562	Comparative Homeland Security	3
HLS 568	Psychology of Terrorism and Fear	3
HLS 577	Special Topics in Homeland Security	3
HLS 590	Capstone: Application of Knowledge	3
	SubTotal # Core Credits Required	36
<b>Curriculum Summary</b>		
Total number of courses required for the degree		12
Total credit hours required for degree		36
<b>Prerequisite, Concentration, Dissertation or Other Requirements:</b>		



**M.S. in Homeland Security  
February 16, 2011**

		Revenue							
		Year 1	CR	Year 2	CR	Year 3	CR	Year 4	CR
<b>Assumptions:</b>									
Enrollment - Cohort One FTE		15	15	14	21				
Enrollment - Cohort Two FTE				15	15	14	21		
Enrollment - Cohort Three FTE						15	15	14	21
Enrollment - Cohort Four FTE								15	15
Tuition rate per credit		\$ 575		\$ 604		\$ 634		\$ 666	
Fees		\$ -		\$ -		\$ -		\$ -	
Tuition And Fees		\$ 129,375		\$ 316,516		\$ 332,342		\$ 348,959	
<b>Total Revenue</b>		<b>\$ 129,375</b>		<b>\$ 316,516</b>		<b>\$ 332,342</b>		<b>\$ 348,959</b>	
		Program Costs							
		Year 1		Year 2		Year 3		Year 4	
<b>Salaries and Benefits:</b>									
<b>Administration</b>									
1.0 FTE Director Homeland Security		\$ 75,000		\$ 78,000		\$ 81,120		\$ 84,365	
Fringe Benefits		\$ 22,500		\$ 23,400		\$ 24,336		\$ 25,309	
Director Salary & Benefits		\$ 97,500		\$ 101,400		\$ 105,456		\$ 109,674	
<b>Instruction</b>									
Adjunct Salary per course		\$ 3,200		\$ 3,328		\$ 3,461		\$ 3,600	
Number of Sections		5		12		12		12	
Adjunct Professors Salaries		\$ 16,000		\$ 39,936		\$ 41,533		\$ 43,195	
Fringe Benefits		\$ 1,600		\$ 3,994		\$ 4,153		\$ 4,319	
Adjunct Instructional Expense		\$ 17,600		\$ 43,930		\$ 45,687		\$ 47,514	
<b>Total Salaries &amp; Benefits</b>		<b>\$ 115,100</b>		<b>\$ 145,330</b>		<b>\$ 151,143</b>		<b>\$ 157,188</b>	
<b>Supplies and other expenses:</b>									
<b>General Administrative Costs</b>									
Supplies		\$ 5,000		\$ 5,200		\$ 5,408		\$ 5,624	
Travel/Conferences		\$ 1,000		\$ 1,040		\$ 1,082		\$ 1,125	
Printing		\$ 3,000		\$ 3,120		\$ 3,245		\$ 3,375	
Postage		\$ 3,000		\$ 3,120		\$ 3,245		\$ 3,375	
<i>Gen Admin- continued</i>									
Telephone		\$ 500		\$ 520		\$ 541		\$ 562	
Duplicating		\$ 400		\$ 416		\$ 433		\$ 450	
Memberships		\$ 1,500		\$ 1,560		\$ 1,622		\$ 1,687	
Publications		\$ 100		\$ 104		\$ 108		\$ 112	
<i>Sub-total</i>		\$ 14,500		\$ 14,976		\$ 15,575		\$ 16,198	
<b>Instructional Materials</b>									
Library Acquisitions		\$ 5,000		\$ 5,200		\$ 5,408		\$ 5,624	
Instructional Enhancement		\$ 1,000		\$ 1,040		\$ 1,082		\$ 1,125	
<i>Sub-total</i>		\$ 6,000		\$ 6,240		\$ 6,490		\$ 6,749	
<b>Marketing</b>									
Advertising		\$ 8,000		\$ 8,320		\$ 8,653		\$ 8,999	
<i>Sub-total</i>		\$ 8,000		\$ 8,320		\$ 8,653		\$ 8,999	
<b>Other</b>									
Accreditation Expense		\$ 2,000		\$ 2,080		\$ 2,163		\$ 2,250	
Professional Development		\$ 1,000		\$ 1,040		\$ 1,082		\$ 1,125	
Special Events		\$ 1,000		\$ 1,040		\$ 1,082		\$ 1,125	
Food		\$ 200		\$ 208		\$ 216		\$ 225	
<i>Sub-total</i>		\$ 4,200		\$ 4,368		\$ 4,543		\$ 4,724	
<b>Total Supplies and Expenses</b>		<b>\$ 32,700</b>		<b>\$ 33,904</b>		<b>\$ 35,260</b>		<b>\$ 36,671</b>	
<b>TOTAL SALARIES &amp; EXPENSES</b>		<b>\$ 147,800</b>		<b>\$ 179,234</b>		<b>\$ 186,403</b>		<b>\$ 193,859</b>	
<b>NET REVENUE</b>		<b>\$ (18,425)</b>		<b>\$ 137,282</b>		<b>\$ 145,939</b>		<b>\$ 155,100</b>	