The Citadel

School of Humanities and Social Sciences

Program Proposal

Master of Arts

in

Intelligence and Security Studies

Submitted to the South Carolina Commission on Higher Education
November 4, 2014

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President
The Citadel

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2. Classification

a) Master of Arts in Intelligence and Security Studies
b) Cybersecurity Concentration;
c) Department of Criminal Justice
d) 36 credit hour M.A. degree
e) Proposed dated of implementation is January 2015
f) **CIP Code:** 290201
g) The Citadel
h) Program does not qualify for Palmetto Fellows Scholarship and Life Scholarship awards
i) Traditional, Online, Distance
j) Not applicable

3. Institutional Approval

The following internal institutional bodies have approved this proposal. The dates of approval are indicated.

The Citadel Graduate Council   April 9, 2013
The Citadel Academic Board   April 30, 2013
Institutional Approval   May 13, 2014

4. Purpose

The Master of Arts in Intelligence and Security Studies at The Citadel is designed to meet the national security and intelligence needs of federal, state and local governmental agencies and others who are interested in gaining greater knowledge about the field of intelligence and homeland security.

The objective of this degree is to prepare students for analytic, operational, research, and investigative intelligence positions within the federal government at a pay grade 5 or higher (e.g., Intelligence Specialist, Intelligence Operative, Criminal Intelligence Analyst Counterintelligence Specialist, DOD Analyst), in the military and within the private sector. There are currently 17 agencies within the Intelligence Community (IC) which provide employment opportunities (e.g. Central Intelligence Agency (CIA), Defense Intelligence Agency (DIA), National Security Agency (NSA), National Geospatial Intelligence Agency (NGA), Federal Bureau of Investigations (FBI), Department of Homeland Security (DHS) and the military. There is also a robust market for intelligence analysts within the private sector as consultants, analysts, and operatives with corporations such as Booze, Allen, Hamilton, BAE, SAIC, SRA, and Northrup Grumman. Other industries hiring graduates include Peacekeeping and Humanitarian Operations Support, Cybersecurity, management consultant firms, and state and local law enforcement agencies.

This program would introduce the student to intelligence analysis concepts, applicable management principles, policy analysis, critical thinking and enhance critical leadership skills necessary to successfully address security and intelligence challenges facing the United States. Students who graduate with a M.A. degree in Intelligence and Security Studies from The Citadel will demonstrate the following:

STUDENT LEARNING OUTCOMES
An understanding of global and national threats to U.S. security
Knowledge of organizational structures and operations of homeland security and intelligence agencies
An understanding of national and international intelligence and homeland security strategies
Be able to apply intelligence management principles, tools, and applications
Understand leadership principles as they apply to homeland security and intelligence agencies
Understand the role of ethics and integrity for intelligence and homeland security professionals
Engage in national security policy analysis
Identify global and national threats to security
Develop response strategies to threats to national security
Develop enhanced critical thinking skills
Develop enhanced written and oral communication skills
Demonstrate ability to collaborate and work effectively in teams
For the Cybersecurity specialization option there is an additional objective: to apply knowledge, principles, and concepts in response to threats to U.S. Cybersecurity

5. Justification.

> **Need.** The need for this program is rooted in the increased market demand for trained professionals in national security and intelligence. The program is justified in that it will increase the competitiveness of faculty for obtaining national security grants and increase job market access and employment opportunities for students interested in homeland security, national security, intelligence, and criminal justice careers. Protective service jobs are projected by the Bureau of Labor Statistics to increase by 11 percent 2010-2020 (http://www.bls.gov/ooh/About/Projections-Overview.htm).

> Since 9/11 the Department of Homeland Security and the Intelligence Community (IC) has grown dramatically. Federal security jobs alone grew by 377 percent (Howard Scripps News Service). Moreover, according to Military.com the Bureau of Labor Statistics projects a 42 % increase in homeland security jobs from 2006-16. Payscale.com reports that at present the intelligence analyst's median salary is $71,597 per year. On June 10, 2013, Indeed.com listed 20, 327 jobs as available in Homeland Security and Intelligence (http://www.indeed.com/q-Homeland-Security,-Office-of-Intelligence-&-Analysis-jobs.html). Sumter, South Carolina is listed by Payscale.com as one of the top 15 cities with the highest salaries for Intelligence Analysts ($60,000-$80,393). The positions in Sumter are staffed by contractors from CACI International, SAIC, and military personnel. There is also a robust market for intelligence analysts within the private sector as consultants, analysts, and operatives with corporations such as Booz, Allen, Hamilton, BAE, SAIC, SRA, SPAWAR, and Northrup Grumman. Other industries hiring graduates include peacekeeping and humanitarian operations support, Cybersecurity, management consultant firms, and state and local law enforcement agencies. Other positions include business intelligence, strategic intelligence, and law enforcement intelligence.

A Partnership for Public Service 2009 report listed the Department of Homeland Security and Department of Defense as the two agencies most likely to hire in the areas of security and protection. This report projected 19,440 individuals to be eligible for retirement and in need of replacement in 2012. All of the major corporations which hire contractors listed above offer positions in South Carolina. In 2012 there were 3,464 defense contractors operating in the state who were awarded $3,794,086,105 in funding (http://www.governmentcontractswon.com/department/defense/south_carolina_counties.asp) In South Carolina, current data on protective service occupations indicate that 43,930 positions exist in the state and that there are 24,450 jobs per 1,000 jobs in the state in the area of protective services (Bureau of Labor Statistics http://www.bls.gov/oes/current/oes_sc.htm).

Centrality of the Program. Given The Citadel's history, reputation, and affiliation with the military and federal agencies, The Citadel is strategically placed to take a prominent leadership role in this emerging academic discipline. The proposed program is consistent with The Citadel's mission to prepare students for "post-graduate positions of leadership through academic programs of recognized excellence supported by the best features of a military environment" and to provide diverse opportunities for professional development.

> **Degree Mission Statement:**
> The mission for The Citadel's Master of Intelligence and Security Studies program is to prepare students to enhance our nation's security by providing leadership in the areas of intelligence and homeland security. Students are provided with best practices for intelligence and national security by combining current theory, research and experience. This program introduces applicable management principles, policy analysis, cultivates critical thinking and fosters the leadership skills necessary to successfully address security and intelligence challenges facing the United States.

Relationship of the proposed program to existing programs at the proposing institution. The Citadel currently offers graduate certificates in Intelligence and Homeland Security. The proposed degree program combines these certificates to create the Master of Arts degree in Intelligence and Security Studies. The MA in Social Science also has some relationship to this program but does not include the specific intelligence analysis focus necessary for employment. After meeting with recruiters and analytic directors from the IC (DIA, CIA, FBI, DHS, NGA, and the military), it was determined that the MA degree in Social Science would not be considered an appropriate degree for the profession by the IC.

Assessment of extent to which the proposed program duplicates existing programs in the state. There are no graduate level degree programs in Intelligence and Security Studies in SC, NC, or Georgia. Clemson University offers a homeland security graduate specialization within its Master of Public Administration program but its focus is on local and county government policy and evaluation.

6. Admission Criteria

1. Complete and return a graduate application form, along with appropriate non-refundable application fee, to The Citadel Graduate College (CGC), Bond Hall Room 101.

2. An official transcript of the baccalaureate degree and all other undergraduate or graduate work directly from each regionally accredited college or university attended.
3. All students must successfully complete either the Graduate Record Examination (GRE) or the Miller Analogies Test (MAT). The minimum for the GRE is a verbal and quantitative combination of 290. The minimum for the MAT is a score of 396. Students who fail to meet the minimum score requirement may be provisionally accepted into the MA degree program provided all other admission requirements have been met. Students who score between 283-289 on the GRE or 380-395 on the MAT may apply for provisional status. Upon completion of the first eight hours of degree coursework, with a minimum GPA of 3.50, the student is considered fully admitted. Admission tests must be current within five (5) years of application and official score sent directly to the CGC office at the request of the student.
4. Completed Program of Study with academic advisor.

7. Enrollment

The criminal justice major at The Citadel has approximately 400 undergraduate students and we anticipate interest to be high. A sample of Criminal Justice majors enrolled in two sections of the Corrections (CRMJ 380) and in one section of the Crime Prevention (CRMJ 472) course in April 2012. According to results 60% of respondents indicated that they would be interested in a MA in Intelligence Studies. It should be noted that another 10% indicated that they were not interested at this time because they were going into the military immediately after graduation but would be interested in the program if they ever left military service. At present there are 26 students participating in the Homeland Security and Intelligence Certificate courses at The Citadel. We anticipate that a significant percentage of Certificate program course participants would enroll in the new MA program and at least 5-10 students per year would enroll from our undergraduate degree program.

Enrollment can also be expected from external entities. Charleston is a major port of entry into the United States and as such has many local security concerns. The program is also likely to appeal to current military personnel and veterans. There are eight military bases in South Carolina with both Air Force and Navel facilities located in Charleston and two other large army bases Ft Gordon in Augusta, GA and Ft. Bragg in Fayetteville, NC are within 200 miles. All are installations with populations of students who would be interested in this degree program. As discussed in a subsequent section, students enrolled in BA Intelligence programs around the country and nearby such as Coastal Carolina and Fayetteville State are also likely to consider obtaining a degree from The Citadel. Students from other graduate level programs may also consider transferring into the program.

We are anticipating an enrollment of 20 students in the first year from internal and external sources. In subsequent years we are expect average annual new enrollments of 25. After the fourth year of the program, 20-25 students are expected to graduate each year. Students will enroll in a full graduate academic load of 6 hours per semester. Some students will enroll in summer graduate courses.

Projected Total Enrollments							
YEAR	FALL		SPRING		Summer		Total
	Headcount	Credit Hours	Headcount	Credit Hours	Headcount	Credit Hours	
2014-15	20	120	20	120	20	120	360
2015-16	40*	240	40	240	25	150	630
2016-17	50**	300	50	300	25	150	750
2017-18	55***	330	55	330	25	150	810
2018-19	60****	360	60	360	25	150	870

*Students who completed first year plus 20 new students.
**Assumes 5 remaining from cohort 1, 20 continuing in cohort 2, plus 25 new students in cohort 3.
***Assumes 5 remaining from cohort 2, 25 students in cohort 3, plus 25 new students in cohort 4.
****Assumes 10 remaining from cohort 3, 25 students in cohort 4, plus 25 new students in cohort 5.

8. Curriculum

The Master of Arts in Intelligence and Security Studies is a 36 credit hour program consisting of the following requirements: Required Core (12 hours) include Research Methods in Social Science, Homeland Security, Introduction to Intelligence, and International and Domestic Terrorism. The student must take an additional 8 courses from a degree elective list either in Security or Intelligence. Degree electives include courses offered by Criminal Justice, the School of Business and Political Science.

The students also have the option of selecting a Cybersecurity concentration. Students concentrating and receiving a Cybersecurity Certificate would need to 1) take the required core Intelligence and Security Studies courses (12 credit hours); 2) take 4 Intelligence and Security Studies degree electives from the approved list (12 credit hours); and 3 take the following 4 Computer Science courses (12 credit hours): Advanced Operating Systems, Privacy and Security Issues, Data Communications and Network, and Advanced Cybersecurity

The curriculum for the Intelligence and Security Studies Degree and the concentration in Cybersecurity are provided below:

A. The Master of Arts in Intelligence and Security Studies is a 36 credit hour program consisting of the following requirements:

1. Required Core (12 hours)
CRMJ-501 - Research Methods in Social*
CRMJ-570 - Homeland Security
INTL- 580 - Introduction to Intelligence
CRMJ-568/ PSCI-568 - International and Domestic Terrorism

*NOTE: this course must be included in the first 15 hours taken in the program.

2. Degree Electives: The Student must take an additional 8 courses from the degree elective list for a total of 24 hours.

                Degree Electives: Foundation Courses (24 hours)
                BADM-722 - Leadership in Organization
                CRMJ 510 –Topics in Criminal Justice
                CRMJ-515 - Topics in Homeland Security
                CRMJ-555 - Leadership Application Course in Criminal Justice
                CRMJ-560 - Homeland Security and Criminal Justice Administration
                CRMJ-562 - Comparative Criminal Justice Systems
                CRMJ-569 - National Security Policy
                CRMJ-572 - Ethics and Integrity in Homeland Security
                CRMJ-583 - Transnational Organized Crime
                INTL/CRMJ-581 - Intelligence Research and Analysis
                INTL/CRMJ-582 - Intelligence Theory Application
                INTL/CRMJ-585 - Topics in Intelligence
                INTL- 586- Introduction to Geospatial Intelligence (GEOINT)**
                INTL-587- Introduction to Financial Intelligence (FININT)**
                INTL-600- Intelligence Internship **
                CRMJ- 586-Introduction to Cyber Investigations**
                CRMJ-600- Homeland Security Internship**

**NOTE: New course to be added to curriculum

B. M.A. in Intelligence and Security Studies with Concentration in Cybersecurity : Students may seek a Cybersecurity concentration. The course of study consists of the four required core intelligence and security courses (12 hours), four intelligence and security studies electives (12 hours), and the four required courses for the Cybersecurity Certificate (12 hours). Students seeking an Intelligence and Security Studies degree with Cybersecurity concentration would need to meet the admission requirements for the Cybersecurity Certificate and take the four required Computer Science courses (12 hours).

1. Required Core (12 hours)
CRMJ-501 - Research Methods in Social*
CRMJ-570 - Homeland Security
INTL- 580 - Introduction to Intelligence
CRMJ-568/ PSCI-568 - International and Domestic Terrorism

*NOTE: this course must be included in the first 15 hours taken in the program.

2. 4 courses from the Intelligence and Security Studies elective course list for a total of 12 credit hours.
Intelligence and Security Studies Degree Electives:

           BADM-722 - Leadership in Organization
           CRMJ 510 –Topics in Criminal Justice
           CRMJ-515 - Topics in Homeland Security
           CRMJ-555 - Leadership Application Course in Criminal Justice
           CRMJ-560 - Homeland Security and Criminal Justice Administration
           CRMJ-562 - Comparative Criminal Justice Systems
           CRMJ-569 - National Security Policy
           CRMJ-572 - Ethics and Integrity in Homeland Security
           CRMJ-583 - Transnational Organized Crime
           INTL/CRMJ-581 - Intelligence Research and Analysis
           INTL/CRMJ-582 - Intelligence Theory Application
           INTL/CRMJ-585 - Topics in Intelligence
           INTL- 586- Introduction to Geospatial Intelligence (GEOINT)**
           INTL-587- Introduction to Financial Intelligence (FININT)**
           INTL-600- Intelligence Internship**
           CRMJ- 586-Introduction to Cyber Investigations**
           CRMJ-600-Homeland Security Internship**

3. Please note that students must meet the Computer Science course prerequisites and Cybersecurity
Certificate admission criteria. Students seeking an Intelligence and Security Studies degree with
Cybersecurity concentration need to take the following 4 Computer Science courses (12 credit hours):

           CSCI-614-Advanced Operating Systems
           CSCI-631- Privacy and Security Issues
           CSCI-632-Data Communications and Network
           CSCI-642-Advanced Cybersecurity.

Course Descriptions Required Core:

CRMJ-501—Research Methods in Social Science
Three Credit Hours
An examination of methods in the scientific study of social phenomena with emphasis given to the
systematic study of society and contemporary research problem in the social sciences, including
research design, data collection, data analysis, and computer applications.

CRMJ-568/ PSCI-568—International and Domestic Terrorism
Three Credit Hours
In-depth seminar on the nature of international, transnational and domestic political violence, with
some attention to the phenomenon of "state terrorism" (international repression) and its potential
impact on the conduct of American foreign policy. The course also reviews and critiques current
explanations for terrorist behavior. Issues addressed include conceptualizing and defining terrorism, the

structure of violent politics, the lessons and patterns from the history of contemporary political violence, State support for terrorism, and counterterrorism as a public policy problem.

CRMJ-570—Homeland Security
Three Credit Hours
Seminar on homeland defense and security. The course takes an in-depth look at the agencies involved in homeland security and the interagency processes which exist to integrate the services of federal agencies and state and local governments with armed forces and defense agencies.

CRMJ-580–Introduction to Intelligence
Three Credit Hours
This course provides an introduction to the field of intelligence and national security. We will examine the history and development of United States intelligence community. Specific topics include the intelligence cycle, the relationship between intelligence professionals and policy makers, the restructuring of the U.S. intelligence community, oversight and accountability, and covert action as a policy option. The moral and ethical implications of intelligence practices will also be discussed.

Course Descriptions Electives:

CRMJ 510- Topics in Criminal Justice
Three Credit Hours
Selected special topics or problems in the general area of criminal justice to fit the needs of students as well as the specialized knowledge of the faculty.

CRMJ-515—Topics in Homeland Security
Three Credit Hours
Selected special topics or problems in the general area of homeland security to fit the needs of students as well as the specialized knowledge of the faculty.

CRMJ-555—Leadership Application Course in Criminal Justice
Three Credit Hours
Selected special topics in leadership application within the field of criminal justice based on the specialized knowledge and research interests of the faculty.

CRMJ-560—Homeland Security and Criminal Justice Administration
Three Credit Hours
Seminar on effective management principles and practices as they apply within homeland security organizations. Organizational and management theories are analyzed and applied to the contemporary structure of homeland security organizations with emphasis given to a review of the research related to the development of leadership skills for homeland security management.

CRMJ-562— Comparative Criminal Justice Systems
Three Credit Hours
An examination of the ideology, structure, and justice processes of various criminal justice systems in the United States, Europe, Asia, Africa, Middle East and Latin America This comparative study involves the analysis of diverse social control, legal, police, court, correction, and juvenile systems from representative justice approaches around the world. Variations among countries in crime and deviance phenomena, as well as, comparative normative values, practices, and ethics of justice system practitioners are explored. Contemporary dilemmas and issues involving crime and criminal justice practices among divergent justice schemes are discussed.

PSCI-569/CRMJ-569—National Security Policy
Three Credit Hours
Seminar which examines the components of United States security policy. Course discusses the roles and agencies involved in the development of national security policy. Consideration given to factors, both internal and external, affecting national security.

CRMJ-572—Ethics and Integrity in Homeland Security
Three Credit Hours
A study of the role of justice, ethics, integrity, and ethical behavior in the homeland security. The course examines ethical issues regarding the application of law and challenges associated with the protection of American citizens against internal and external threats. Consideration is given to the function of ethical conduct in the rule of law, use of authority, and exercises of governmental power as part of U.S. government responses to threats to homeland security. The course includes a thorough review of issues related to the rules of engagement, the U.S. Patriot Act, Border Patrol and Security, the Transportation and Safety Administration (TSA) regulations, and the treatment of terrorists. Ethical dilemmas and practical applications are explored.

CRMJ 581 Intelligence Research and Analysis
Three Credit Hours
This course seeks to develop in students the skills and abilities necessary for conducting basic intelligence analysis. A variety of exercises and practical applications are used to foster critical thinking skills, the planning and coordination of data collection from a variety of sources, and the use of analytic tools to establish connections between people, places, events and other entities. Students are exposed to computer software programs that visually depict complex relationships.

CRMJ-583 --Transnational Organized Crime
Three Credit Hours
This course will examine the diverse dimensions of transnational crime. Students will examine and discuss historical and contemporary patterns, modus operandi, capabilities, and vulnerabilities of transnational criminals and organizations. Course content includes an introduction to transnational crime, a discussion of the "problem" of transnational crime, a review of illicit activities of transnational criminal organizations, an examination of the link between transnational crime and terrorism, a review of contemporary approaches to combating transnational crime, and area studies covering Europe, Russia, the Middle East, Asia, Africa and The Americas. Area studies will include a review of American,

Italian, French, Mexican, Asian, Middle Eastern, & African criminal enterprises, traditional organized crime, outlaw motorcycle gangs, and other transnational criminal enterprises.

CRMJ-585 — Topics in Intelligence
Three Credit Hours
Selected special topics or problems in the general area of intelligence to fit the needs of students as well as the specialized knowledge of the faculty – possible offering: Narco-terrorism, Weapons of Mass Destruction and Emerging Threats.

CRMJ-586—Cyber Investigations
Three Credit Hours
This course will introduce the student to the best practices for seizing and securing digital evidence and the complicated legal issues surrounding digital evidence within the area of Cyber-Crime Investigation to include Cyber-Terrorism. The course will cover evidence and issues relative to file Meta-data for various types of electronic devices such as computer networks, cell phones and electronic storage. Also covered will be searches justified by exigent circumstances, search incident to arrest and search warrant issues. This course provides students interested in improving their Investigative knowledge with an understanding of identifying, quantifying / qualifying, seizing and protecting electronic information.

Global developments have demonstrated how simple it is to acquire information through the use of computers. This information can be used for a variety of actions, and criminal activity is one. In an effort to fight this constantly evolving criminal activity, United States Military, law enforcement agencies, financial institutions and institutions of higher learning are incorporating computer forensics into their training infrastructure. From network security breaches to Financial Fraud investigations, the common bridge is the exploitation, capture and seizure of incriminating electronic evidence. The training of electronic device examination procedures and protocols is where it begins.

CRMJ 600- Homeland Security Internship
Three Credit Hours
A field placement internship in homeland security with an agency whose mission is related to homeland security or national security. The student works under the direct supervision of an agency supervisor and the purpose is afford the student an opportunity to apply academic knowledge in a real world setting. Permission from the Intelligence and Security Studies Advisor is required.

Intelligence Courses (INTL)

INTL 580/CRMJ580- Introduction to Intelligence
Three Credit Hours
This course provides an introduction to the field of intelligence and national security. We will examine the history and development of United States intelligence community. Specific topics include the intelligence cycle, the relationship between intelligence professionals and policy makers, the restructuring of the U.S. intelligence community, oversight and accountability, and covert action as a policy option. The moral and ethical implications of intelligence practices will also be discussed.

INTL 581/CRMJ581 Intelligence Research and Analysis
Three Credit Hours

This course seeks to develop in students the skills and abilities necessary for conducting basic intelligence analysis. A variety of exercises and practical applications are used to foster critical thinking skills, the planning and coordination of data collection from a variety of sources, and the use of analytic tools to establish connections between people, places, events and other entities. Students are exposed to computer software programs that visually depict complex relationships.

INTL 582/CRMJ582 Intelligence Theory Application
Three Credit Hours
This course introduces the student to the discipline of intelligence and provides the student with an understanding of how intelligence systems function and how intelligence estimates and products are derived. By understanding the basic psychology of intelligence, organizational trends and cognitive cultural difference, the student will gain insight to how intelligence analysis actually transpires.

INTL-600 Intelligence Internship
 Three Credit Hours
A field placement internship with an intelligence public or private agency whose mission has a direct relationship with intelligence and national security. The student works under the direct supervision of an agency supervisor and the purpose of the course is to afford the student an opportunity to apply academic knowledge in a real world setting. Permission from the Intelligence and Security Studies Advisor is required.

Course Descriptions Cybersecurity offered by the Computer Science Department:

CSCI 614 Advanced Operating Systems
 Three Credit Hours
Prerequisite: CSCI 604 or an undergraduate course in operating systems.
This course covers a broad range of advanced operating systems concepts including protection, security, memory management, kernels, file systems, synchronization, naming, networks, and distributed systems as well as recent trends in operating systems design. Specific aspects of operating systems which support distributed computing will be emphasized.

CSCI 631 Privacy and Security Issues
Three Credit Hours
A survey of the principles and practices related to computer security. The course concentrates on the problems of security associated with computer systems and emphasizes the application of cryptography to address those problems.

CSCI 632 Data Communications and Networking
Three Credit Hours
An introduction to data communications and computer networking. Topics include LAN topologies, transmission media, error detection, packet switching networks, internetworking of heterogeneous

network technologies, Internet protocol suites (with emphasis on TCP/IP), the client/server paradigm, the BSD socket interface, network security, and network applications.

CSCI 641   Advanced Cybersecurity
Three Credit Hours
   Prerequisite: CSCI 631.
   This course will cover the techniques used to secure cybersystems. Topics covered will include security policies, computer security management and risk assessment, secured network protocols, software security issues, ethical and legal aspects of cybersecurity, and disaster recovery. Special emphasis will be given to designing, deploying, and managing complete secured cybersystems.

9. Assessment

a. Assessment of student learning outcomes: Consistent with SACS accreditation standards, student learning outcomes will be assessed in multiple ways. All course objectives will be aligned with the learning objectives for the degree program. Assessment methods will include both direct and indirect measures.

    Direct Measures
    -   Students in the degree program will be required to compile a portfolio of material which document the learning objectives of the program. This would include in-class assignments, group assignments and other projects utilizing established critical thinking, communication, and ethics rubrics for course evaluation. The portfolio is designed to demonstrate fulfillment of student learning outcomes for each course in the program. Students will also be asked to complete a reflective assignment based on the portfolio which summarizes the student's perception of knowledge, skills, and attitudes related to intelligence and homeland security. The portfolio will be completed at least four week prior to program completion. The portfolio will be evaluated by the graduate program director and members of the graduate faculty.
    -   Students will complete course evaluations each semester for each course taken during a term.

    Indirect Measures
    -   Surveys of graduating students and alumni will be conducted to assess student learning outcome achievements. All graduating students will complete a self-assessment survey of their progress in the acquisition of knowledge, skills, and attitudes. Post-graduation surveys will also be conducted to assess utilization of knowledge and skills on the job after graduation. The post-graduation surveys will be conducted with graduates one year and three years after graduation.

b. Plans for Programmatic Assessment: Programmatic assessment will occur at multiple levels.
    a. Current in program
        i. Each semester course evaluation data will be collected from students.

      ii. For each course a course objective alignment matrix will be prepared by the instructor to ensure program objectives, course objectives, and course assessment tools align. The faculty member will submit the matrix and corresponding sample assignments for each course annually for archiving in departmental files.

     iii. Faculty teaching in the degree program will meet annually to discuss and update the course objective alignment matrix.

  b. Graduation Assessment

      i. Graduation rate

      ii. Rate of student publication and/or conference presentations

     iii. Assessment of employment data for graduates- employment rate

     iv. Number of students seeking advanced degrees

      v. Faculty teaching in degree program will assess degree completer portfolios annually and make recommendations for programmatic changes.

  c. Post-Graduation

      i. Alumni survey to gage how well the program is preparing graduates for

      ii. Employer survey conducted annually to ascertain the whether the program is preparing graduates for intelligence and security careers.

  c. Program Change: The data (course evaluations, portfolios, alignment matrixes, graduation assessment data, and post-graduation assessment data) collected as part of the assessment process will be collated annually, distributed and reviewed by the faculty teaching in the program. After reviewing the data, the faculty will meet to discuss, propose, and vote, if necessary, on any curriculum or pedagogical adjustments. Changes implemented will be reviewed annually by the faculty teaching in the program and assessment data used to determine effectiveness of changes.

10. Faculty

Faculty will be required to teach a full load 12-credit hours each semester. Faculty teaching in the M.A. in Intelligence and Security Studies program will receive a one course (3 credit hour) reduction for each graduate course taught during the semester. Each faculty member is allowed to engage in consulting activities within the parameters of Citadel guidelines for such activities.

a) Faculty List Table

List of Staff by Rank	Highest Degree Earned	Field of Study	Teaching in Field (yes/no)
Professor 1	PhD	Criminal Justice	Yes
Professor 2	PhD	Criminology	Yes
Professor 3	PhD	Criminal Justice	Yes
Assistant Professor 1	PhD	Political Science	Yes
Assistant Professor 2	PhD	Criminal Justice	Yes
Assistant Professor 3	PhD	Criminal Justice	Yes

b) Qualifications of new faculty: We are interested in candidates who possess a terminal degree and whose research interests fall within one of the following broad areas: criminal justice, homeland security or intelligence. A Ph.D. is required. The applicants must have at least 18 hours of graduate credit in security, intelligence, or a related program of study.

c) No proposed changes in assignment for currently employed administrators and faculty. The current Director of the Intelligence and Security Certificate program will retain directorship of the merged M.A. degree program. New faculty in the proposed program will be released from one existing undergraduate course to teach one graduate course in the program during an assigned semester. The undergraduate course from which they will be released will be taught by existing adjunct faculty.

d) Faculty Development: Additional faculty development money will be set aside for workshops, professional development and research opportunities. The Citadel Foundation currently provides funding for faculty development in the amount up to $2500. The Citadel Lead Plan provides additional development support for faculty to attend intelligence and security conferences and for curriculum development through 2018.

e) Institutional Definition of FTE: The Citadel defines full-time equivalent (FTE) as 0.75 for faculty and 1.0 for staff/administration.

f) Unit Administration, Faculty, and Staff Support Table (Table C)

UNIT ADMINISTRATION, FACULTY, AND STAFF SUPPORT						
YEAR	NEW		EXISTING		TOTAL	
	Headcount	FTE	Headcount	FTE	Headcount	FTE
Administration						
2014-2015	0	0	0	0	0	0
2015-2016	0	0	0	0	0	0
2016-2017	0	0	0	0	0	0
2017-2018	0	0	0	0	0	0
2018-2019	0	0	0	0	0	0
Faculty						
2014-2015	1	.75	1	.75	2	1.5
2015-2016	1	.75	2	2.25	3.0	3.0
2016-2017	0	0	0	0	0	0
2017-2018	0	0	0	0	0	0
2018-2019	0	0	0	0	0	0
Staff						
2014-2015	0	0	0	0	0	0
2015-2016	0	0	0	0	0	0
2016-2017	1	1	0	0	1	1

2017-2018	0	0	0	0	0	0
2018-2019	0	0	0	0	0	0

11. Physical Plant
The current physical plant will provide adequate space for the Intelligence and Security Studies degree program for the first five years. No modifications to existing facilities are anticipated at this time.

12. Equipment
No purchases of major equipment items will be needed for the first five years of the Intelligence and Security Studies degree program beyond normal acquisitions for new faculty.

13. Library Resources
The Citadel will also need to increase library holdings by adding intelligence journals, monographs, and databases. The table below reviews the intelligence and security holdings in view of the degree program proposed

Resource	Already at Citadel?	Vendor	Estimated Price Annually
Homeland Security Digital Library	Yes	USN Postgraduate School	0.00 (open-source)
Intelligence & National Security (journal)	Yes, with 18-month embargo	Taylor & Francis	$1,200 per year to breach embargo
International Journal of Intelligence & Counterintelligence	No	Taylor & Francis	$361 per year
SIPRI (Stockholm International Peace Research Institute)	No	SIPRI	0.00 (open-source)
Jane's Defense	Yes	IHC/Janes	$28,914
Political Risk Yearbook Online	No	PRS Group	$2,155 per year (yearbook only)
HeinOnline	No	HeinOnline	$5,500 per year

Web of Knowledge	No	ThomsonReuters	$10,000 per year
Vanderbilt TV News Archive	No	EBSCO	$1,712
			Minimum EST TOTAL PER YEAR: $20,928

PASCAL will impact the proposed degree in the following manner:

Electronic books from EBL and EBSCO will be purchased at the PASCAL level beginning in FY2016. The Citadel's existing ebrary subscription, Academic Complete, was replaced by the PASCAL package purchased in late 2014.
- 17,858 items (e.g., chapters as well as book titles) retrieved using keyword search "intelligence security terrorism" in ebrary
- 169 items retrieved in EBSCOhost
- EBL publishers still being negotiated, but the collection is expected to include university press as well as trade publishers

Physical monographs available through PASCAL:
- 543 titles retrieved with search "(intelligence security terrorism) and not electronic" (vs. 174 retrieved at Daniel Library catalog and 318 at Georgetown University catalog)
- Students and faculty may request items directly from the PASCAL catalog. The Citadel receives courier deliveries of PASCAL requests Monday-Friday

PASCAL databases/journal collections:
- International Security and Counter Terrorism Reference Center
- Academic Search Complete
- Credo Reference Books
- Criminal Justice Abstracts with Full Text

Daniel Library databases/journal collections:
- Foreign Broadcast Information Service (FBIS) through 2009
- LexisNexis Academic
- Keesing's Record of World Events
- World News Connect archives through 2013
- CQ Researcher and CQ Weekly
- Economist archive through 2009
- Public Affairs Information Service (PAIS) International
- Political Science Complete
- Homeland Security Digital Library
- Proquest Criminal Justice
- Jane's Defense
- ScienceDirect (1988 full-text items retrieved with search=intelligence security terrorism)
- Worldwide Political Science Abstracts

14. Accreditation, Approval, Licensure, or Certification
The Citadel is currently accredited by the Southern Association of Colleges and
Schools and approval through the Commission on Higher Education (CHE). There are no other
accreditation, approval, licensure, or certifications required.

15. Articulation

The program anticipates collaborating with Coastal Carolina and Fayetteville State which offer 4 year
bachelor degree programs on recruitment of students. Additionally, the program would seek to develop
cooperative agreements with colleges in the state where appropriate such as Clemson University. The
Department of Criminal Justice is currently working to establish an articulation agreement with
Anderson College through its Command College program.

16. Estimated Costs and Sources of Financing
Total new costs associated with implementing the proposed program (general estimates):
The funding for the program will be through tuition and foundation support. The tuition generated for
each course in the program will cover faculty salaries in each year. The additional costs are also covered
in all but the first year of the degree program. The M.A. in Intelligence and Security Studies is part of The
Citadel's LEAD 2018 plan and the additional funds in year one will provided through internal sources.
Tuition is calculated conservatively on the basis of the current in-state graduate tuition of $422 per
credit hour.

ESTIMATED COSTS BY YEAR						
CATEGORY	1ST	2ND	3RD	4TH	5TH	TOTALS
Program Administration	0	0	0	0	0	0
Faculty Salaries	148,000	148,000	148,000	148,000	148,000	740,000
Graduate Assistants	0	8,000	8,000	8,000	8,000	32,000
Clerical/Support	0	0	0	0	0	0
Supplies and Materials	0	0	3,000	3,000	3,000	9,000
Library Resources	10,000	13,500	20,000	20,000	20,000	100,000
Equipment	0	0	0	0	0	0
Facilities	0	0	0	0	0	0
Other IC Membership	0	5,000	5,000	5,000	5,000	20000
TOTALS	158,000	153,700	177,500	177,500	177,500	901,000

SOURCES OF FINANCING BY YEAR						
CATEGORY	1ST	2ND	3RD	4TH	5TH	TOTALS

Tuition funding	151,920	265,860	316,500	341,820	367,140	1,443,240
Program-Specific Fees						
State Funding						
Reallocation of Existing Funds						
Federal Funding						
Other Funding- LEAD Funds	**6080**					**6080**
TOTALS	158,000	265,860	316,500	341,820	367,140	1,449,320