ASU ARIZONA STATE UNIVERSITY

PROPOSAL TO ESTABLISH A NEW GRADUATE CONCENTRATION

This form should be used for academic units wishing to propose a new concentration for existing graduate degrees.

A concentration is a subspecialty within a degree and major. It indicates the fulfillment of a designated, specialized course of study, which qualifies the student with skills and training in one highly concentrated area of the major. Concentrations are formally-recognized educational designations (including the assignment of a university plan code for reporting/record-keeping purposes and appearance on the ASU transcript). Concentrations are distinguished from more informal academic distinctions such as "emphases," "tracks," "foci," "options," etc.

This proposal template should be completed in full and submitted to the University Provost's Office [mail to: curriculumplanning@asu.edu]. It must undergo all internal university review and approval steps including those at the unit, college, and university levels. A program **may not** be implemented until the Provost's Office notifies the academic unit that the program may be offered.

GRADUATE CONCENTRATION

College/School: College of Public Service and Community Solutions

Note: Program ownership is coded at the College/School level first and may not be a center, department or division apart from it.

Department/Division/School: Dean's office

Proposing faculty group (if applicable)**:**

Existing graduate degree and major under which this concentration will be established: Master of Arts (MA) in Emergency Management and Homeland Security

Name of proposed concentration: Cybersecurity Policy and Management

Requested effective term and year: Fall   2018

   (The first semester and year for which students may begin applying to the concentration)

Is a program fee required?   Yes, a program fee is required.

   Note: for more information about program fee requests, visit https://provost.asu.edu/curriculum-development/changemaker/form-instructions#fees

   Is the unit willing and able to implement the program if the fee is denied?   Not applicable.

   Yes, our current EMHS program has an approved program fee that should cover all the concentrations

Delivery method and campus or location options: *select all locations that apply*

☐   Downtown Phoenix   ☐   Polytechnic   ☐   Tempe   ☐   Thunderbird   ☐   West   ☐   Other: _____

☐   **Both** on-campus **and** ☐ ASU Online* **-** (check applicable campus(es) from options listed above)

☒   ASU Online only (all courses online and managed by ASU Online)

Note: Once students elect a campus or Online option, students will not be able to move between the on-campus and the ASU Online options. Approval from the Office of the University Provost and Philip Regier (Executive Vice Provost and Dean) is required to offer programs through ASU Online. Please complete the ASU Online Offering form in Curriculum ChangeMaker to begin this request. Prior to completing the online Curriculum ChangeMaker form, please contact EdPlus at asuonline@asu.edu who can provide you with additional information regarding the online request process.

Do Not Fill in this information: <u>Office Use Only</u> **Plan Code:**	**CIP Code:**

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PROPOSAL CONTACT			
Name:	Chris Hiryak	**Title:**	Director, Academic Services
Phone number:	602-496-1396	**Email:**	chris.hiryak@asu.edu

DEAN APPROVAL(S)
This proposal has been approved by all necessary unit and college/school levels of review, and the college/school(s) has the resources to offer this degree program. I recommend implementation of the proposed concentration.
Note: An electronic signature, an email from the dean or dean's designee, or a PDF of the signed signature page is acceptable.
College/School/Division Dean name: Dr. Cynthia Lietz
Signature: **Date:**

Please note: Proposals for new concentrations also require the review and recommendation of approval from the University Graduate Council, Curriculum and Academic Programs Committee (CAPC), the Academic Senate (Information item only), and the Office of the Provost before they can be put into operation.
 The final approval notification will come from the Office of the Provost.

1. **OVERVIEW**
   Provide a brief description *(no more than 150 words)* of the new concentration (including the focus of the new concentration, relationship to other concentrations within this degree program, etc.).

   This proposed concentration provides motivated students with knowledge, skills and abilities (KSAs) to assume leadership, management and other key operational positions in (primarily) public sector agencies with responsibilities in managing cybersecurity hazards and risk homeland security, emergency management and related areas. Cybersecurity issues cut across these domains. This concentration is geared toward public sector professionals (mainly) who do not seek nor require specific technical training in cybersecurity, but instead have major operational responsibilities pertaining to cyber-related vulnerabilities (e.g. critical infrastructure protection, other public systems). It also leverages the PLuS Alliance for shared course offerings. Finally, it complements existing concentrations by offering a skill set specific to a category of hazard with unique policy and management challenges. Its KSA development focus is unique for an emergency management program, making ASU innovative in advancing education for practitioners seeking to address an emerging threat—and engaging in sound risk reduction and resilience-promotion practices.

2. **IMPACT ASSESSMENT**
   A. **Explain the unit's need for the new concentration** (e.g., market demand, research base, direction of the discipline, and interdisciplinary considerations). How will the new concentration complement the existing degree program, including enrollment, national ranking, etc.?

   Proposal complements existing degree by offering unique skill development for practitioners (mainly public administrators) needing a working knowledge of cybersecurity issues for key hazards management tasks (e.g. critical infrastructure protection). Such content is not in the degree program presently, but is absolutely essential for ASU to maintain its national leadership position in this field. Note: no conflicts exist with other ASU cyber areas; is not a technical proposal (no engineering or computing conflict) nor a legal proposal (no law school conflict).

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Program director reviewed labor market trends with ASU Online, using findings from job postings analytics tool for market evaluations. The analysis found a dramatic upward trend in total and unique job postings in this area (re emergency management and homeland security positions). Program director validated that analysis with interviews of about two dozen experts from public and private sector; increased enrollments from practitioners in the EM/HLS area highly likely.

B. Please identify other related ASU programs and describe how the new concentration will complement these existing ASU programs? If applicable, statements of support from affected academic unit administrators should be included with this proposal submission.

We do not anticipate that this concentration will have any impact on existing programs at ASU. The unique nature of the concentration with a directed focus on Cybersecurity Policy and Management means it will be appealing in ways no other program offered at the University will be. Student recruitment will be through advertising in academic and trade journals and magazines, Department of Defense education program, Federal Emergency Management Agency web-page, as well as through email groups that include related agencies and practitioners. We will primarily be targeting emergency management professionals globally who are interested in professional development to enhance their careers. Because the main market is those who have an undergraduate degree in a related field, we anticipate no negative effect on other units at ASU.

In addition to the program at the Downtown campus, this program will also be offered in collaboration with the University of New South Wales as part of the PLuS Alliance. This is a university-led initiative between Arizona State University, King's College London, and the University of New South Wales to develop and share research and curriculum among these three higher education institutions.

C. Is this an interdisciplinary concentration? If yes, please address the relationship of the proposed concentration to other existing degree programs and any parallel or similar concentrations in those degree programs. (Please include relevant Memoranda of Understanding regarding this interdisciplinary concentration from all applicable academic units.)

The majority of courses are offered by the College of Public Service and Community Solutions. In addition, only students admitted to the Master of Arts (MA) in Emergency Management and Homeland Security program are eligible to pursue the concentration.

However, there are several courses and curriculum content within the concentration that will be provided by the University of New South Wales as part of a new initiative, the PLuS Alliance.

3. STUDENT LEARNING OUTCOMES AND ASSESSMENT

Attach a PDF copy of the assessment plan printed from the University Office of Evaluation and Educational Effectiveness assessment portal demonstrating UOEEE's approval of your assessment plan for this program. Visit the assessment portal at https://uoeee.asu.edu/assessment-portal or contact uoeee@asu.edu with any questions.

See Appendix II for the Assessment Plan.

4. CURRICULAR STRUCTURE

Please ensure that all *new core* course proposals have been submitted to the Provost's office through the Curriculum ChangeMaker online course proposal submission system before this initiative is put on the University Graduate Council and CAPC agendas.

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Core Courses for the Degree			
Ensure the core listed below is the same as for the standalone degree			
Prefix and Number	**Course Title**	**New Course?**	**Credit Hours**
CPP 510	Hazards Governance	No	3
CPP 520	Program Evaluation for Emergency Management and Homeland Security	No	3
CRJ 511	Applied Data Analysis in Criminal Justice	No	3
PAF 552	Integrated Emergency Management	No	3
CRJ 554	Homeland Security	No	3
CPP 570	GIS for Hazards Analysis	No	3
		Section sub-total:	18
Required Concentration Courses			
Prefix and Number	**Course Title**	**New Course?**	**Credit Hours**
CPP 575	US Cyber and Information Security Policy *	Yes	3
Concentration Elective			
Select one of the following courses:			
CIS 540	Enterprise Information Security and Controls OR	No	3
CPP 576	Information Assurance Principles ** OR	Yes	3
CPP 577	Cybersecurity and Critical Infrastructure Protection **	Yes	3
		Section sub-total:	6
Elective or Research Courses			
(As deemed necessary by supervisory committee. Other courses may be used with approval of the academic unit.)			
Prefix and Number	**Course Title**	**New Course?**	**Credit Hours**
CPP 511	Hazard Mitigation Planning *	Yes	3
CPP 513	Public Private Partnerships for Emergency Management and Homeland Security *	Yes	3
CPP 514	Interagency and Intersector Coordination for Emergencies and Disasters *	Yes	3

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CPP 521	Public Finance and Project Management for Emergency Management and Homeland Security *	Yes	3
CPP 560	Emergency Services Operations Analysis and Planning	No	3
CPP 578	Cyber Defense **	Yes	3
CRJ 556	Etiology of Martyrdom	No	3
PAF 555	Information Technology in Emergency Management	No	3
PAF 560	Community Resilience	No	3
SWG 579	Critical Incident Stress Management	No	3
		Section sub-total:	6
Culminating Experience(s) *E.g. – Capstone course, portfolio, written comprehensive exam, applied project, thesis (must be 6 credit hours with oral defense), dissertation (must be 12 credit hours with oral defense)*			**Credit Hours**
CPP 593 Applied Project			3
		Section sub-total:	3
Total required credit hours			**33**

1. List all required core courses and total credit hours for the core (required courses other than internships, thesis, dissertation, capstone course, etc.)**.**
2. Omnibus numbered courses cannot be used as core courses.
3. Permanent numbers must be requested by submitting a course proposal to Curriculum ChangeMaker for approval.

*   New course submitted in Curriculum Changemaker

**   Part of the PLuS Alliance with University of New South Wales, permanent number request submitted in Curriculum Changemaker

SAMPLE PLAN OF STUDY

TERM 1 – 12 credits	**TERM 2 – 12 credits**
CPP 510 Hazards Governance (3) CRJ 511 Applied Data Analysis in Criminal Justice (3) CRJ 554 Homeland Security (3) PAF 552 Integrated Emergency Management (3)	CPP 520 Program Evaluation for Emergency Management and Homeland Security (3) CPP 570 GIS for Hazards Analysis (3) CPP 575 US Cyber and Information Security Policy (3) Concentration Elective (3) *
TERM 3 – 9 credits CPP 593 Applied Project (3) Elective (3) **	*Choose concentration elective from: CIS 540, CPP 576 OR CPP 577 **Choose elective from: CPP 511, CPP 513, CPP 514, CPP

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Elective (3) **	521, CPP 560, CPP 578, CRJ 556, PAF 555, PAF 560, OR SWG 579

A. Please describe the culminating experience(s) required for completion of the existing degree and major, and the proposed concentration *(e.g., thesis, dissertation, comprehensive exams, capstone course, portfolio, applied project).*

The culminating experience is an applied project (CPP 593) course that will allow students to:

- Define and construct a solution for a problem or unmet need within the emergency management/homeland security communities
- Employ knowledge and skills within a specific area of emergency management and/or homeland security to achieve a problem solution and/or mitigate discipline shortfalls
- Demonstrate ability to communicate in writing and/or orally at a level commensurate to graduate expectations
- Conduct research as needed to fill gaps in literature
- Employ project management practices to complete the approved applied project
- Be able to author a finished project report within the constraints and guidelines of a specific format— as outlined by the instructor for the course.

The final work product of this course will vary. Examples might include authoring plans, conducting an exercise, developing standard operations procedures for specific agency, etc.

Each project will be individually tailored to achieve the general objectives of this culminating degree requirement.

The final project will include:

1. Introduction which includes statement of the problem, scope of work, objectives of project, assumptions, and limitations.
2. Thorough overview of Literature
3. Methodology
4. Discussion
5. Conclusions and recommendations for future research or development

B. Please describe any other requirements for completion of the existing degree and major, and the proposed concentration *(e.g., internships, clinical requirements, field studies, foreign language exam etc.).*
None

5. COMPREHENSIVE EXAMS

(Please choose what is appropriate for the degree type selected)

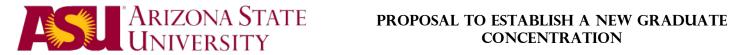**A. Master's Comprehensive Exam (when applicable), please select from the appropriate option.**

N/A

6. COURSES

A. New Courses Required for Proposed Program: Provide course prefix, number, title, credit hours and brief description for any new courses required for this program.

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Course	Title	Credits	Description
CPP 511	Hazard Mitigation Planning	3	Examination of policies, methodologies, and guidance for state and local hazard mitigation planning.
CPP 513	Public Private Partnerships for Emergency Management and Homeland Security	3	Focuses on how public private partnerships (P3s) offer alternative mechanisms for supporting community emergency preparedness efforts, hazard and risk management practices, and community resilience promotion. The traditional form of a P3 model is typically a build-operate-maintain arrangement (with various permutations of those element combinations) around physical infrastructure. However, more complex public-private relationships related to emergency and disaster management issues, public health issues, and other social welfare concerns have emerged over the past several decades. Investigating how these arrangements might affect emergency management, homeland security and the management of hazards and risk in general is critical to understanding how public sector operations are likely to function in the future in the United States.
CPP 514	Interagency and Intersector Coordination for Emergencies and Disasters	3	Examines the nature of inter-sector and inter-agency coordination and collaboration efforts in the domain of emergency management and homeland security. The course will have three core substantive area of focus. First, the course covers the nature of inter-sector, inter-agency coordination and collaboration activities as a chief feature of the general emergency management function any community must address. Second, the course focus on issues related to the required interaction between the local, county, state and federal government emergency management functions and the private sector. The third element is to focus on the functional roles, and the specific types of contributions made by public, private and nonprofit sector organizations in community preparedness for emergencies and disasters.
CPP 521	Public Finance and Project Management for Emergency Management and Homeland Security	3	Focuses on the related topics of how state and local governments utilize use budgeting and financing techniques in the emergency services domain as well as how emergency/disaster services projects are managed. More specific, the first part of the course covers budgeting and finance mechanisms and processes in the public sector generally and how those mechanisms and processes relate to emergency response, general hazards management, and disaster recovery. The second part of the course covers core principles of project management, and then applies those principles to process related to grant application and grant award management in the areas of preparedness, hazard mitigation and disaster recovery.
CPP 575	US Cyber and Information Security Policy	3	Prepares students to understand and manage human and technical resources within the increasingly important cyber and information security domains. As high-profile data breaches and cyberattacks that result in physical losses, disruptions, and disasters -- impose greater risks and costs on our public and private sector - as well as military and intelligence - networks, the policy and management

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			aspects of these challenges have come to the fore. Compounding the technical and operational challenges arising from the protection of operating systems, networking, and systems administration, managers and Chief Technology/Risk/Security/Data/Information Officers face a multi-dimensional set of political risks, including how to effectively manage data content and evaluation, information veracity, and information sharing and distribution
CPP 576	Information Assurance Principles (UNSW course)	3	The aim of this course is to provide insights into on modern cyber security threats and defensive controls and explore effective computer security and risk management strategies, Information Assurance (IA) practices and techniques. The course provides a graduate level foundation in IA for a diverse audience, from middle level managers to executives with non-technical and technical backgrounds and from variety of government, commercial and non-for-profit organizations. This course will explore concepts such as layered defense mechanisms, using different technologies and multiples thereof (true defense in depth), threat/risk identification and mitigation and incident response techniques. It will enable executive level managers to properly understand the real world challenges faced by their Cyber Security teams today. It will also assist in developing the frameworks, policies and the evidence-based decisions required to allow teams to protect their environments efficiently and to understand the resulting costs and benefits.
CPP 577	Cybersecurity and Critical Infrastructure Protection (UNSW course)	3	Critical Infrastructure (CI) refers to the diverse, complex, inter-dependent delivery and support systems as well as the distributed networks for all large-scale services that are essential to a nation. These services include emergency response, law enforcement databases, supervisory control and data acquisition (SCADA) systems, power control networks, military support services, financial applications and mobile communications. Some national services are provided directly by government, but most are provided by commercial organizations and groups such as Internet service providers, airlines and banks. Systems that operate in national critical infrastructure run everything from electricity power plants to gas pipelines, hospitals and highways. Critical Infrastructure (CI) security is the backbone of our national security and economic prosperity. Today it is more physically and digitally interconnected than ever before and faces a variety of risks to its security and ability to function, including human-caused acts of terror, as well as extreme weather events, other natural disasters and cyber-attacks.
CPP 578	Cyber Defense (UNSW course)	3	Designed to provide students with knowledge on how to defend organizations and their systems. It is designed to provide a deep understanding of cyber defense within organizations and the necessary skills to examine the operational aspects of cyberspace, information assurance and cybersecurity. The emphasis of this course is to provide a contextual link between the management and governance of an organization and its rapidly evolving cybersecurity and cyber-defense requirements. This course also provides insight into cyber governance in the Defense context, focusing on the management and acquisition of mission-critical systems and ensuring that these systems are resilient to internal faults and

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			external cyber disruptions.

7. **ADMINISTRATION AND RESOURCES**

   A. **Administration:** How will the proposed concentration be administered (including recommendations for admissions, student advisement, retention etc.)? Describe the administering body in detail, especially if the proposed concentration is part of a larger interdisciplinary initiative. How will the graduate support staffing needs for this proposed concentration program be met?

   The concentration will be administered by the program's graduate chair who, along with the program support an administrative staff, is responsible for the overseeing and implementing all college-level programs in the department. The graduate chair is responsible for evaluating all admission applications and any issues relating to the curriculum. Any exceptions to program policy and curriculum are at the discretion of the director with approval of the Graduate College. Curriculum changes to core course requirements, as well as the culminating experience course must be submitted to and approved by the Graduate College. The program advisor is responsible for any initial advising on the program, electives, and career information. In addition, the programs' full-time administrative staff will be responsible for monitoring student progress, providing information regarding job placement opportunities, processing petitions, plans of study, graduation applications, and other relevant graduate forms and procedures.

   B. **Projected Enrollment:** How many students will be admitted immediately following final approval of the concentration? What are enrollment projections for the next three years?

   There are 454 currently enrolled MAEMHS students for Fall 2017. Since many of these students are interested in cybersecurity, it is likely that many would be interested in this concentration. In addition, the cross-disciplinary approach to the coursework should appeal to many students internationally.

   Anticipated enrollment in the MA in Emergency Management and Homeland Security, concentration in Cybersecurity Policy and Management is 75 students by Year 3.

   Faculty, staff, and instructors were hired for 2017-2018 to work specifically with this program. It is anticipated that additional faculty and staff will be added in the next few years. In addition, some of the courses will be delivered by faculty at the University of New South Wales as part of the university's PLuS Alliance program.

3-YEAR PROJECTED ANNUAL ENROLLMENT			
Please utilize the following tabular format	1st Year	2nd Year (Yr. 1 continuing + new entering)	3rd Year (Yr. 1 & 2 continuing + new entering)
Number of Students in concentration (Headcount)	30	50	75

   C. **Resource requirements needed to launch and sustain the program:** Describe any new resources required for this concentration's success such as new staff, new facilities, new library resources, new technology resources, etc. and include projected budget needs. If multiple units/programs will collaborate in offering this concentration, please discuss the resource contribution of each participating program. Letters of support must be included from all academic units that will commit resources to this concentration.

   Current university and college resources are sufficient to support this program.

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D. Current Faculty: Complete the table below for all current faculty members who will teach in the program.

Name	Rank	Highest Degree	Area of Specialization/Expertise	Estimated Level of Involvement
Brian Gerber	Associate Professor	Ph.D.	Disaster policy and management, homeland security and administration, environmental regulatory policy	High
Melanie Gall	Research Professor	Ph.D.	Climate change, geographic information science, remote sensing, vulnerable populations, equity, justice, and sustainability	High
Malcom Goggin	Professor of Practice	Ph.D.	Governance, public policy analysis, public management	High
Scott Somers	Professor of Practice	Ph.D.	Emergency management, public safety administration, public management	Medium
Gareth den Heyer	Instructor	Ph.D.	Policy development, strategic thinking and reform; countering terrorism, and organized crime in transitioning and post-conflict nations	Low
Elena Sitnikova *	Researcher	Ph.D	Computer security, computer communications networks, data security	Medium

*University of New South Wales faculty

E. Is there a graduate faculty structure for this concentration program that will differ from the original degree program graduate faculty structure (*for PhD programs only*)? If yes, please include the name of the graduate faculty group and whether they will participate in offering this concentration.

N/A

8. REQUIRED SUPPORTING DOCUMENTS
(Please label accordingly, i.e., Appendix or Attachment A, B, etc.)

Please include the following with your proposal:

A. Statements of support from all deans

B. Impact statements of heads of impacted academic units (programs with similar names/content, utilizing courses, faculty, etc.)

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APPENDIX I

OPERATIONAL INFORMATION FOR GRADUATE PROGRAMS

(This information is used to populate the Graduate Programs Search/catalog website.)

1. **Proposed name of concentration:** Cybersecurity Policy and Management

2. **Marketing description** *(Optional - 50 words maximum. The marketing description should not repeat content found in the program description.)*

   N/A

3. **Provide a brief program description** *(Catalog type (i.e. will appear in Degree Search) – no more than 150 words. Do not include any admission or curriculum information)*

   The Cybersecurity Policy and Management concentration provides motivated students with knowledge, skills and abilities to assume leadership, key management and other key operational positions with public sector agencies (or related private sector organizations) with responsibilities related to managing cybersecurity hazards in the area of homeland security, emergency management, critical infrastructure protection, risk management, and other related fields. Cybersecurity is an important threat and vulnerability issue that cuts across multiple domains. This concentration is uniquely geared toward emergency management, homeland security, critical infrastructure protection, hazard mitigation, planning and emergency preparedness professionals who do not seek nor require specific technical training in cybersecurity, but instead have major operational responsibilities that pertain to cyber-related vulnerabilities. This concentration is a unique contribution: it provides education and training on cyber policy and management issues for general administrators. Further, it leverages the PLuS Alliance for shared course offerings.

4. **Delivery/Campus Information Options:** ASU Online only

5. **Campus(es) where program will be offered:**

   ASU Online curriculum consists of courses that have no face-to-face content. iCourses are online courses for students in on-campus programs. iCourses may be included in a program, but may not comprise the entirety of a program. On-campus programs must have some face-to-face content
   Note: Office of the Provost approval is needed for ASU Online campus options.

   ☒   ASU Online only (<u>all</u> courses online and managed by ASU Online)

   All other campus or location options (please select all that apply):

   ☐ Downtown Phoenix   ☐ Polytechnic   ☐ Tempe   ☐ West   ☐ Other: _____

   ☐   **Both** on-campus **and** ☐ ASU Online* **-** (check applicable campus(es) from options listed above)

   *Note: Once students elect a campus or Online option, students will not be able to move between the on-campus and the ASU Online options. Approval from the Office of the University Provost and Philip Regier (Executive Vice Provost and Dean) is required to offer programs through ASU Online. Please complete the ASU Online Offering form in Curriculum ChangeMaker to begin this request. Prior to completing the online Curriculum ChangeMaker form, please contact EdPlus at asuonline@asu.edu who can provide you with additional information regarding the online request process

6. **Admission Requirements**

   An applicant must fulfill the requirements of both the Graduate College and the
   College of Public Service and Community Solutions .

   Applicants are eligible to apply to the program if they have earned a bachelor's or master's degree in criminology or criminal justice, public administration or public service, sociology or social work, public safety or fire service management, parks and recreation management, applied sciences or related field, from a regionally accredited institution.

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Applicants must have a minimum of a 3.00 cumulative GPA (scale is 4.00 = "A") in the last 60 hours of a student's first bachelor's degree program, or applicants must have a minimum of a 3.00 cumulative GPA (scale is 4.00 = "A") in an applicable master's degree program.

Applicants are required to submit:

1. graduate admission application and application fee
2. official transcripts
3. two letters of recommendation
4. professional resume
5. written statement
6. proof of English proficiency

Additional Application Information

Applicants whose native language is not English (regardless of current residency) must provide proof of English proficiency.

The written statement must be at least one page in length and describe the applicant's educational and career goals and long-term professional development strategy.

The resume should show current employment in an organization in this field or at least two years prior professional experience in emergency management or a related field, or a bachelor's degree in a related area.

7. **Application Review Terms (if applicable session):**

   Indicate the first term and year in which applications will be opened for admission. Applications will be accepted on a rolling basis after that time.

   Note: It is the academic unit's responsibility to display program deadline dates on their website.

Terms	Years	University Late Fee Deadline
☒ Fall (regular) ☒ Session B	(year): 2019 (year): 2018	July 1st October 1st
☒ Spring (regular) ☒ Session B	(year): 2019 (year): 2019	December 1st February 8th
☒ Summer (regular) ☐ Summer B	(year): 2019 (year):	May 14th May 14th
Note: Session B is only available for approved online programs.		

Program admission deadlines website address: https://publicservice.asu.edu/content/emergency-management-and-homeland-security-ma

8. **Curricular Requirements:**

   Curricular Structure Breakdown for the Academic Catalog:
   (To be completed by the Graduate College)

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Required Core (18 credit hours)
CPP 510 Hazards Governance (3)
CPP 520 Program Evaluation for Emergency Management and Homeland Security (3)
CPP 570 GIS for Hazards Analysis (3)
CRJ 511 Applied Data Analysis in Criminal Justice (3)
CRJ 554 Homeland Security (3)
PAF 552 Integrated Emergency Management (3)

Concentration (3 credit hours)
CPP 575 US Cyber and Information Security Policy (3)

Concentration Elective (3 credit hours)

Electives or Research (6 credit hours)

Culminating Experience (3 credit hours)
CPP 593 Applied Project (3)

Additional Curriculum Information
Students will take up to three courses as part of the PLuS Alliance program with the University of New South Wales.

Concentration elective coursework is chosen from a restricted list. Please see the academic unit for an approved course list.

9. **Allow 400-level courses:** ☐ **Yes**   ☒ **No**
   Note: No more than six credit hours of 400-level coursework may be included on a graduate student plan of study.

10. **Keywords**: List all keywords that could be used to search for this concentration. Keywords should be specific to the proposed concentration – limit 10 keywords.

    Cybersecurity, Emergency Management, Homeland Security, Disaster Management, Disaster, Terrorism, Federal Emergency Management Agency, Emergency Operations Center

11. **Area(s) of Interest**

    A. Select **one (1)** primary area of interest from the list below that applies to this program.
☐ Architecture & Construction	☐ Interdisciplinary Studies
☐ Arts	☐ Law & Justice
☐ Business	☐ Mathematics
☐ Communication & Media	☐ Psychology
☐ Education & Teaching	☐ STEM
☐ Engineering & Technology	☐ Science
☐ Entrepreneurship	☒ Social and Behavioral Sciences
☐ Health & Wellness	☐ Sustainability
☐ Humanities	

    B. Select **one (1)** secondary area of interest from the list below that applies to this program.
☐ Architecture & Construction	☐ Interdisciplinary Studies
☐ Arts	☒ Law & Justice
☐ Business	☐ Mathematics

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☐	Communications & Media	☐	Psychology
☐	Education & Teaching	☐	STEM
☐	Engineering & Technology	☐	Science
☐	Entrepreneurship	☐	Social and Behavioral Sciences
☐	Health & Wellness	☐	Sustainability
☐	Humanities		

12. Contact and Support Information:

Office Location - Building Code & Room: (*Search ASU map*)	CHASE 3300
Campus Telephone Number: (may not be an individual's number)	602-496-1019
Program Email Address: (may not be an individual's email)	publicservice.recruitment@asu.edu
Program Website Address: (if one is not yet created, use unit website until one can be established)	https://publicservice.asu.edu/content/emergency-management-and-homeland-security-ma
Program Director (Name):	Brian Gerber
Program Director (ASURITE):	bgerber2
Program Support Staff (Name):	Stephanie Alvey
Program Support Staff (ASURITE):	sread1
Admissions Contact (Name):	Linda Garcia
Admissions Contact (ASURITE):	lagomez

13. Application and iPOS Recommendations: List the Faculty and Staff that will input admission/POS recommendations to Gportal **and** indicate their approval for Admissions and/or POS:

NAME	ASURITE	ADMSN	POS
Chris Hiryak	hiryak	X	X
Stephanie Alvey	sread1	X	X
Linda Garcia	lagomez	X	X

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PROPOSAL TO ESTABLISH A NEW GRADUATE CONCENTRATION

APPENDIX II

Assessment Plan

ARIZONA STATE UNIVERSITY

Academic Program Assessment Plan

Date:	3/2/2018	**Program Name:**	MA in Emergency Management and Homeland Security (Cybersecurity Policy and Management)	**Status:**	UOEEE Provisional Approval

Comment

Assessment Plan	
Outcome 1:	Students will be able to synthesize cybersecurity threats and risk reduction techniques into the standard all-hazards approach framework, to further identify and design mitigation, preparedness, response, and recovery strategies relating to technical hazards
Measure 1.1	Final Project in CPP 593. Students will be rated on their culminating experience for their ability to synthesize and apply core knowledge, skills, and abilities relating to FEMA's all-hazard management framework.
Performance Criterion 1.1	80% of students in CPP 593 will earn a B or higher on their final projects as evaluated by the course instructor.
Measure 1.2	Final Paper in CPP 575. Students will be required to demonstrate knowledge of and protected use of relevant risk reduction techniques regarding the development of preparedness and response strategies for all cyber-related threats and hazards.
Performance Criterion 1.2	80% of students in CPP 575 will earn a B or higher on their final papers as evaluated by the course instructor.
Measure 1.3	Final Paper in CPP 576. Students will be required to demonstrate knowledge of and protected use of basic tools and techniques used in identifying and countering cyber-related threats and hazards to critical operational systems
Performance Criterion 1.3	80% of students in CPP 576 will earn a B or higher on their final papers as evaluated by the course instructor.
Outcome 2:	Students will be able to conduct risk assessments to recognize emerging threats and current vulnerabilities and implement the appropriate risk reduction strategies within critical infrastructure, public security systems, emergency response systems as well as on governmental organizations
Measure 2.1	Final Project in CPP 575. Students will identify different types of government organizations and how public management and policy development and implementation impact, and are impacted by, natural and of the National Response Framework and National Incident Management System.
Performance Criterion 2.1	A minimum of 80% of the students will achieve a score of 80% or better on their CPP 575 final project as evaluated by the instructor.

PROPOSAL TO ESTABLISH A NEW GRADUATE CONCENTRATION

Measure 2.2	Final Paper in CPP 576. Students will identify how different types of governmental and nongovernmental organizations and how public management and policy development and implementation affected, and are affected by, newly emerging cyber threats, including on operational systems (i.e. the crossing of the kinetic threshold).
Performance Criterion 2.2	A minimum of 80% of the students will achieve a score of 80% or better on their CPP 576 final paper as evaluated by the instructor.
Measure 2.3	Final Project in CPP 575. Students will demonstrate knowledge of the nature of cyber threats and associated community and national vulnerability and interdependencies of the elements of the critical infrastructure and key resources.
Performance Criterion 2.3	A minimum of 80% of the students will achieve a score of 80% or better on their CPP 575 final project as evaluated by the instructor.

ARIZONA STATE UNIVERSITY

PROPOSAL TO ESTABLISH A NEW GRADUATE CONCENTRATION

APPENDIX III

Letters of Support

College of Public Service and Community Solutions – Official Submission

From: Cynthia Lietz [mailto:clietz@asu.edu]
Sent: Saturday, March 03, 2018 1:01 PM
To: curriculumplanning@asu.edu
Cc: Joanna Lucio <Joanna.Duke@asu.edu>; Brian Gerber <Brian.Gerber@asu.edu>; Christopher Hiryak <chris.hiryak@asu.edu>; Amanda Morales-Calderon <AMANDA.MORALES-CALDERON@asu.edu>
Subject: MAEMHS Cybersecurity Policy and Management

Dear Curriculum Planning,

We are pleased to submit this proposal for your consideration. We realize that the timeframe is tight to have this heard at the next Senate meeting. We are prepared to respond quickly to any questions that emerge. Please don't hesitate to reach out to us with any questions or needed revisions.

Thank you for your consideration of this proposal. This program involves our collaboration with UNSW as part of the Plus Alliance and our partners are anxious to see this launch in fall. Your review of this is much appreciated!

Cynthia A. Lietz, PhD, LCSW
Senior Associate Dean
College of Public Service & Community Solutions I Arizona State University
411 N. Central Ave I UCENT Suite 750 I Phoenix, AZ 85004
clietz@asu.edu

ASU college of public service & community solutions

ARIZONA STATE UNIVERSITY

PROPOSAL TO ESTABLISH A NEW GRADUATE CONCENTRATION

EdPlus/ASU Online Support

MEMORANDUM

To: Christopher Hiryak

From: Casey Evans Date: February
26, 2018
Subject: Emergency Management and Homeland Security, Concentration in Cybersecurity Policy and Management

Dear Christopher,

Congratulations!

The Emergency Management and Homeland Security, Concentration in Cybersecurity Policy and Management has received preliminary support from Dean Philip Regier to be offered through ASU Online. This program must complete university governance reviews for formal approval. Please include this support memo along with your proposal submission when it is submitted formally to the university (to curriculumplanning@asu.edu) by your dean or their designee.

Please note that in order to proceed with implementation you must receive final approval to launch an online program from the University Provost, and submit an ASU Online Offering form in Curriculum Changemaker to gain documented approvals from Dean Regier and Provost Searle.

Once again, congratulations! We are excited to work with you on your new program. Thank you!

Casey Evans

Director, Academic Program Management EdPlus at
ASU
Arizona State University Phone:
(480) 884-1631
Casey.l.evans@asu.edu

ARIZONA STATE UNIVERSITY

PROPOSAL TO ESTABLISH A NEW GRADUATE CONCENTRATION

School of Public Affairs – Support

From: Donald Siegel
Sent: Thursday, February 01, 2018 4:37 PM
To: Brian Gerber <Brian.Gerber@asu.edu>
Subject: MA in Emergency Management & Homeland Security program Dear Brian:

As you've indicated, the MA in Emergency Management & Homeland Security program is proposing to develop a new concentration in Cybersecurity Policy and Management. Given some of the courses associated with students' plan of study will be offered from the School of Public Affairs, I am writing to indicate my support for the new proposed concentration. SPA looks forward to continuing to work with you and the MA in EMHS degree program in the same collaborative fashion we have done so to date. Please let me know if you require any additional information.
Best regards, Don

Dr. Donald Siegel
Professor of Public Policy and Management and Director School of Public
Affairs
Arizona State University
411 North Central Avenue, Suite 450
Phoenix, AZ, 85004

ARIZONA STATE UNIVERSITY

PROPOSAL TO ESTABLISH A NEW GRADUATE CONCENTRATION

School of Criminology and Criminal Justice – Support

From: Hank Fradella
Sent: Thursday, February 01, 2018 1:32 PM
To: Brian Gerber <Brian.Gerber@asu.edu>; Cassia Spohn <Cassia.Spohn@asu.edu>; James Herbert Williams <james.herbert1@asu.edu>
Subject: RE: request for statement of support

Brian,

The School of Criminology and Criminal Justice is happy to support this worthwhile venture.

Best, Hank

Henry F. Fradella, J.D., Ph.D.
Professor and Associate Director
School of Criminology and Criminal Justice Arizona State University
Mail Code 4420
411 North Central Avenue, Suite 600
Phoenix, AZ 85004-0685
Direct-Dial Phone: (602) 496-0237
Departmental Phone: (602) 496-2369
Departmental Fax: (602) 496-2366
Email: Hank.Fradella@asu.edu

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PROPOSAL TO ESTABLISH A NEW GRADUATE CONCENTRATION

School of Social Work – Support

From: Wyetta Lane
Sent: Friday, February 16, 2018 12:51 PM
To: Brian Gerber <Brian.Gerber@asu.edu>
Cc: James Herbert Williams <james.herbert1@asu.edu>
Subject: RE: request for statement of support On behalf of

James Herbert Williams,

He approves the continuation of SSW's participation in the EMHS Degree Program

---

From: Brian Gerber
Sent: Thursday, February 01, 2018 11:51 AM
To: Cassia Spohn (Cassia.Spohn@asu.edu) <Cassia.Spohn@asu.edu>; Hank Fradella (Hank.Fradella@asu.edu) <Hank.Fradella@asu.edu>; James Herbert Williams (james.herbert1@asu.edu) <james.herbert1@asu.edu>
Subject: request for statement of support Hello James

Herbert, Cassia and Hank

I am writing to request a statement of support for a new proposed concentration plan in the emergency management and homeland security program in our college.

You might have heard this mentioned in various meetings at some point, but if not, here is the context for my request: The MA in Emergency Management & Homeland Security program is proposing to develop a new concentration in Cybersecurity Policy and Management. The purpose is to help educate and train students in those professional areas develop expertise on cyber threats in order to better promote community risk management, resilience and overall safety.

As you all know, the MA in EMHS is premised on the idea of being a cross-disciplinary degree program representing all units in the College. Students in the degree program, including the newly proposed cybersecurity concentration, have access to courses offered by the School of Criminology and Criminal Justice and the School of Social Work. Thus, I would like to ask for you to indicate that your respective schools are willing to continue to participate in the degree program and permit students enrolled in the new proposed concentration to continue to have access to the relevant CCJ and SSW courses already being used.

Please just send me a short note indicating your support when you are able. I look forward to continuing our collaborative work in the College!

PROPOSAL TO ESTABLISH A NEW GRADUATE CONCENTRATION

Thank you Brian

Brian J. Gerber, PhD

Director, Emergency Management & Homeland Security program

College of Public Service & Community Solutions I Arizona State University

Phone: (602) 496-0566 | E-mail: Brian.Gerber@asu.edu| Web: https://publicservice.asu.edu Honorary

Associate Professor I School of Public Health I University of New South Wales Senior Sustainability Scholar I

Wrigley School of Sustainability I Arizona State University

PLuS Alliance Fellow

PROPOSAL TO ESTABLISH A NEW GRADUATE CONCENTRATION

Ira A. Fulton Schools of Engineering – Impact

From:	Sergio Quiros
To:	Christopher Hiryak
Cc:	Allison Curran; Jeremy Helm
Subject:	RE: Impact statement
Date:	Thursday, March 29, 2018 11:06:25 AM

Good Morning Chris,

The School of Computing, Informatics and Decision Systems Engineering's has reviewed the proposal to establish a concentration in Cybersecurity Policy and Management and provided the following feedback:

- *Some of the proposed courses such as "Information Assurance Principles" can be confused with similar courses in CSE. We suggest that the titles be revised to reflect the specific focus of the proposed program.*

Based on the feedback and meeting discussion the committee supports the concentration.

Thank you,

Sergio Z. Quiros
Specialist Senior, Academic and Student Affairs
Ira A. Fulton Schools of Engineering
Arizona State University
Tempe, AZ 85287-8109
Phone: 480/727-5770
Email: Sergio.Quiros@asu.edu

From: Christopher Hiryak
Sent: Thursday, March 22, 2018 2:07 PM
To: Sergio Quiros <Sergio.Quiros@asu.edu>; Allison Curran <Allison.Curran@asu.edu>
Subject: RE: Impact statement

Thank you!

From: Sergio Quiros
Sent: Thursday, March 22, 2018 2:06 PM
To: Christopher Hiryak <chris.hiryak@asu.edu>; Allison Curran <Allison.Curran@asu.edu>
Subject: RE: Impact statement

Hi Chris,

I am copying Allison in this email to request an update.

Thank you,

Sergio Z. Quiros
Specialist Senior, Academic and Student Affairs
Ira A. Fulton Schools of Engineering
Arizona State University
Tempe, AZ 85287-8109
Phone: 480/727-5770
Email: Sergio.Quiros@asu.edu

From: Christopher Hiryak
Sent: Thursday, March 22, 2018 1:42 PM
To: Sergio Quiros <Sergio.Quiros@asu.edu>
Subject: RE: Impact statement

Hi Sergio and Happy Thursday! I'm just following up to see if there are any updates on the impact statement for our proposed concentration in Cybersecurity Policy and Management?

Thanks! Chris

From: Christopher Hiryak
Sent: Wednesday, March 14, 2018 3:20 PM
To: Sergio Quiros <Sergio.Quiros@asu.edu>
Subject: Impact statement

Hi Sergio! I hope you are doing well!

We have a proposed concentration in Cybersecurity Policy and Management and have been told that we need an impact statement from the Fulton Schools of Engineering. Computing, Informatics and Decision Systems Engineering as you have graduate concentrations in Information Assurance. I was also told that you are a good contact for these :)

I'm attaching our proposal – could you help with the impact statements? Or let me know how we can contact? Grad College needs the statements by April 5th in order to be considered for a Fall 2018.

Thank you!!
Chris

_____

Chris Hiryak
Director, Academic Services
College of Public Service and Community Solutions
Arizona State University
http://publicservice.asu.edu

From:	Kay Faris
To:	Christopher Hiryak
Cc:	Raghu Santanam; Kay Faris
Subject:	RE: Impact statement
Date:	Tuesday, April 3, 2018 12:31:27 PM
Attachments:	image001.png

Hi Chris,

Thanks for your patience as we looked at this from our end. Adding our course to your list of electives is great. Because we need to cover our costs for this section, we would like to run it only if we get enrollment of 35-40 students. Additionally, our courses typically carry a pretty high fee and we are working to reduce that fee for your students.

Will this work for you?

Thanks,

Kay

Kay A. Faris
Senior Associate Dean, Academic Programs
W. P. Carey School of Business
Arizona State University
Tempe, AZ 85287-3406
Phone: 480-965-7587
Fax: 480-965-3846
Kay.Faris@asu.edu

ASU W. P. Carey
School of Business
Arizona State University

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From: Christopher Hiryak
Sent: Tuesday, April 03, 2018 7:52 AM
To: Kay Faris <KAY.FARIS@asu.edu>
Subject: RE: Impact statement

Hi Kay – would you any updates on this? We were giving an April 5th deadline to return our proposal back to the Graduate College.

Thanks -- Chris

From: Christopher Hiryak
Sent: Monday, March 19, 2018 1:21 PM
To: Kay Faris <KAY.FARIS@asu.edu>
Subject: RE: Impact statement

Thanks Kay – is this CIS 540? If so, we can add that as an option for the concentration. So, it would look like:

Required Concentration Courses			
Prefix and Number	**Course Title**	**New Course?**	
CPP 575	US Cyber and Information Security Policy *		3
Concentration Elective Select one of the following courses:			
CIS 540	Enterprise Information Security and Controls OR	No	3
CRJ 598	Seminar in Cyber Terrorism OR		3
CPP 576	Information Assurance Principles ** OR		3
CPP 577	Cybersecurity and Critical Infrastructure Protection **		3

Would that work?

Thanks! Chris

From: Kay Faris
Sent: Sunday, March 18, 2018 8:24 PM
To: Christopher Hiryak <chris.hiryak@asu.edu>
Subject: RE: Impact statement

Hi Chris,

We already have a course on information security policy that overlaps with two courses in the concentration on this topic. So, there is overlap. Could we offer this for you?   It is a new course for you.

Thanks,

Kay.

Kay A. Faris
Senior Associate Dean, Academic Programs
W. P. Carey School of Business
Arizona State University
Tempe, AZ 85287-3406

Fax: 480-965-3846
Kay.Faris@asu.edu

ASU W.P. Carey
School of Business
Arizona State University

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From: Christopher Hiryak
Sent: Wednesday, March 14, 2018 3:24 PM
To: Kay Faris <KAY.FARIS@asu.edu>
Subject: Impact statement

Hi Kay! I hope you are doing well!

We have a proposed concentration in Cybersecurity Policy and Management as part of our online Emergency Management and Homeland Security program and have been told that we need an impact statement from the W.P. Carey School of Business as you have an online MS in Information Management. I was also told that you are a good contact for this :)

I'm attaching our proposal – would you be able to provide an impact statement for us? Or let me know how we can contact? Grad College needs the statements by April 5th in order to be considered for a Fall 2018.

Thank you!!
Chris

_____

Chris Hiryak
Director, Academic Services
College of Public Service and Community Solutions
Arizona State University
http://publicservice.asu.edu

From: Adam Chodorow
Sent: Tuesday, April 03, 2018 10:00 AM
To: Brian Gerber <Brian.Gerber@asu.edu>
Subject: RE: short notice request: impact statement on a new concentration proposal (online MA progam)

The College of Law supports your program. Good luck!

From: Brian Gerber
Sent: Tuesday, April 3, 2018 8:19 AM
To: Adam Chodorow <Adam.Chodorow@asu.edu>
Cc: Christopher Hiryak <chris.hiryak@asu.edu>
Subject: RE: short notice request: impact statement on a new concentration proposal (online MA progam)

Good morning Adam,

I just wanted to follow-up on our email conversation from yesterday. As discussed, our online student population of government administrators in emergency management and first response agencies is entirely distinct and separate from those who attend, or would seek to attend, the Sandra Day O'Connor College of Law.

With that noted, I do want to also send my statement of support for the College of Law's planned in-person program in cybersecurity.

Please let me know if you can also offer a statement of support for our program concentration in cybersecurity as it relates to emergency management professionals.

Thank you
Brian

Brian J. Gerber, PhD
Director, Emergency Management & Homeland Security program
College of Public Service & Community Solutions I Arizona State University
Phone: (602) 496-0566 | E-mail: Brian.Gerber@asu.edu| Web: https://publicservice.asu.edu
Honorary Associate Professor I School of Public Health I University of New South Wales
Senior Sustainability Scholar I Wrigley School of Sustainability I Arizona State University
PLuS Alliance Fellow

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From:	Duane Roen
To:	Brian Gerber
Cc:	Christopher Hiryak
Subject:	RE: FW: impact statement RE new proposed concentration in the ASU emergency management program
Date:	Saturday, March 17, 2018 4:03:16 PM

Brian,

The College of Integrative Sciences and Arts is supportive of the effort to improve the emergency management curriculum at ASU by developing a new concentration area in cybersecurity for emergency managers (and similar positions).

Best,
Duane

Duane Roen
Vice Provost, Polytechnic campus
Dean, College of Integrative Sciences and Arts
Dean, University College
Arizona State University
Mail Code: 2780
7271 E Sonoran Arroyo Mall
Mesa, AZ 85212-6415
P: 480-727-6513

From: Brian Gerber
Sent: Thursday, March 15, 2018 11:26 AM
To: Duane Roen <Duane.Roen@asu.edu>
Cc: Christopher Hiryak <chris.hiryak@asu.edu>
Subject: FW: impact statement RE new proposed concentration in the ASU emergency management program

Good morning Dean Roen,

I wanted to introduce myself as I don't believe we've yet crossed paths here at ASU. I'm the academic director for an ASU Online graduate program in emergency management and homeland security. I am writing to request a statement of support for a new proposed concentration plan in cybersecurity as it relates to emergency management issues. The online MA in Emergency Management and Homeland Security is offered through the College of Public Service and Community Solutions.

Here is a bit more context for my request: The MA in Emergency Management & Homeland Security program is proposing to develop a new concentration titled "Cybersecurity Policy and Management" and as you know, we need to reach out to other programs to let them know we're in the process of such development – and to ask for a statement of support.

Our online program is explicitly geared to working professionals, most of whom work in local, state or federal government, overwhelmingly in emergency management or first response agencies. The

purpose of our concentration plan is to help educate and train students in those professional areas develop expertise on cyber threats in order to better promote community risk management, resilience and overall safety.

As such, our student population does not really overlap with other degree program at ASU (for the most part) and the cybersecurity curriculum is not in any way intended to compete with cyber education in computer science, engineering, law or other similar areas. It is really designed to help develop KSAs related to managing cyber-related risks in areas pertaining to emergency management (e.g. addressing cyber risks relating to critical infrastructure protection).

Thus, I would like to make this request: could you send a reply indicating the College of Integrative Sciences and Arts is supportive of the effort to improve the emergency management curriculum at ASU by developing a new concentration area in cybersecurity for emergency managers (and similar positions)?

I've CC'd our College's Director of Academic Services, Chris Hiryak, who is supervising this request process with the university.

If you would like to discuss this proposal in more detail, please let me know and we can set up a time for a call. Or if you don't really need any additional information, please just send us a short note indicating your support when you are able.

Thank you
Brian

Brian J. Gerber, PhD
Director, Emergency Management & Homeland Security program
College of Public Service & Community Solutions I Arizona State University
Phone: (602) 496-0566 | E-mail: Brian.Gerber@asu.edu| Web: https://publicservice.asu.edu
Honorary Associate Professor I School of Public Health I University of New South Wales
Senior Sustainability Scholar I Wrigley School of Sustainability I Arizona State University
PLuS Alliance Fellow

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From: Jeffrey Kubiak [mailto:jjkubiak@asu.edu]
Sent: Thursday, October 05, 2017 7:16 PM
To: Brian Gerber <Brian.Gerber@asu.edu>
Cc: Daniel Rothenberg <Daniel.Rothenberg@asu.edu>
Subject: Cyber Concentration

Brian,

Regarding our conversation about a cybersecurity concentration in your MA in EMHS, I wanted to reassure you that we do not have any concerns with overlap or adverse effects on our MA in Global Security. As we discussed, our programs' target different students, look to achieve different student outcomes, and take on issues from different perspectives.

I think you and I agree that our programs can usefully complement each other and we should continue to cooperate on a range of issues and topics. Your cybersecurity concentration will likely be a valuable resource for our program and when our program eventually develops a cyber component, I suspect you will find it more useful to your program than competition.

Good luck with the concentration and we look forward to much more cooperation going forward.

Best,

Jeff

Jeff Kubiak, PhD
Professor of Practice, School of Politics and Global Studies
Senior Fellow, Center on the Future of War
Arizona State University

From:	Kyle Rader
To:	Brian Gerber
Cc:	Christopher Hiryak; Kenro Kusumi
Subject:	RE: impact statement RE new proposed
Date:	Thursday, March 29, 2018 3:47:13 PM

Hello Brian,

The College of Liberal Arts and Sciences supports the proposed cybersecurity concentration for the MA in Emergency Management and Homeland Security. In speaking with the School of Politics and Global Studies, they hope to be able to discuss with you and your faculty the option to develop some courses that they feel would benefit your students as well as students in the online MS Global Security degree.

The program leads for this program are Daniel Rothenberg and Jeff Kubiak.

If you have any questions or need anything further, please let me know.

Thanks,

Kyle Rader
Associate Director
Research and Graduate Initiatives
Arizona State University
Office of the Dean
College of Liberal Arts & Sciences
P. 480.727.1048 | F. 480.965.1093

From: Brian Gerber
Sent: Monday, March 19, 2018 12:25 PM
To: Kyle Rader <kwrader@asu.edu>
Cc: Christopher Hiryak <chris.hiryak@asu.edu>
Subject: RE: impact statement RE new proposed

Thank you Kyle – your help is much appreciated!

Brian

Brian J. Gerber, PhD
Director, Emergency Management & Homeland Security program
College of Public Service & Community Solutions I Arizona State University
Phone: (602) 496-0566 | E-mail: Brian.Gerber@asu.edu| Web: https://publicservice.asu.edu
Honorary Associate Professor I School of Public Health I University of New South Wales
Senior Sustainability Scholar I Wrigley School of Sustainability I Arizona State University
PLuS Alliance Fellow

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From: Kyle Rader
Sent: Monday, March 19, 2018 12:23 PM
To: Brian Gerber <Brian.Gerber@asu.edu>
Cc: Christopher Hiryak <chris.hiryak@asu.edu>
Subject: RE: impact statement RE new proposed

Hello Brian,

Thanks for speaking with me in regards to this request. I will work with Associate Dean Kenro Kusumi to follow-up with our academic units that may be impacted and provide a statement on behalf of CLAS for this new concentration request.

Thanks,

Kyle Rader
Associate Director
Research and Graduate Initiatives
Arizona State University
Office of the Dean
College of Liberal Arts & Sciences
P. 480.727.1048 | F. 480.965.1093

From: Brian Gerber
Sent: Thursday, March 15, 2018 11:10 AM
To: Kyle Rader <kwrader@asu.edu>
Cc: Christopher Hiryak <chris.hiryak@asu.edu>
Subject: impact statement RE new proposed

Hello Kyle

I wanted to introduce myself as I don't believe we've yet crossed paths here at ASU. I'm the academic director for an ASU Online graduate program in emergency management and homeland security. I am writing to request a statement of support for a new proposed concentration plan in cybersecurity as it relates to emergency management issues. The online MA in Emergency Management and Homeland Security is offered through the College of Public Service and Community Solutions.

Here is a bit more context for my request: The MA in Emergency Management & Homeland Security program is proposing to develop a new concentration titled "Cybersecurity Policy and Management" and we need to reach out to other programs to let them know we're in the process of such

development – and to ask for a statement of support.

Our online program is explicitly geared to working professionals, most of whom work in local, state or federal government, overwhelmingly in emergency management or first response agencies. The purpose of our concentration plan is to help educate and train students in those professional areas develop expertise on cyber threats in order to better promote community risk management, resilience and overall safety.

As such, our student population does not really overlap with other degree program at ASU (for the most part) and the cybersecurity curriculum is not in any way intended to compete with cyber education in computer science, engineering, law or other areas. It is really designed to help develop KSAs related to managing cyber-related risks in areas pertaining to emergency management (e.g. addressing cyber risks relating to critical infrastructure protection).

Thus, I would like to make this request: could you send a reply indicating the College of Liberal Arts and Sciences is supportive of the effort to improve the emergency management curriculum at ASU by developing a new concentration area in cybersecurity for emergency managers (and similar positions)?

I've CC'd our College's Director of Academic Services, who is supervising this request process with the university.

If you would like to discuss this proposal in more detail, please let me know and we can set up a time for a call. Or if you don't really need any additional information, please just send us a short note indicating your support when you are able.

Thank you
Brian

Brian J. Gerber, PhD
Director, Emergency Management & Homeland Security program
College of Public Service & Community Solutions I Arizona State University
Phone: (602) 496-0566 | E-mail: Brian.Gerber@asu.edu| Web: https://publicservice.asu.edu
Honorary Associate Professor I School of Public Health I University of New South Wales
Senior Sustainability Scholar I Wrigley School of Sustainability I Arizona State University
PLuS Alliance Fellow

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From: Scott Barclay
Sent: Monday, March 19, 2018 1:35 PM
To: Brian Gerber <Brian.Gerber@asu.edu>
Cc: Scott Barclay <Scott.W.Barclay@asu.edu>; Patricia Friedrich <Patricia.Friedrich@asu.edu>
Subject: a curriculum development issue

The School of Social and Behavioral Sciences in the New College of Interdisciplinary Arts and Sciences is supportive of the development of a new concentration titled "Cybersecurity Policy and Management" within the online MA in Emergency Management and Homeland Security as offered through the College of Public Service and Community Solutions. We identify no negative impact on our current courses from the proposed certificate.

Scott Barclay

Scott Barclay
Director and Professor
School of Social and Behavioral Sciences

ASU

Arizona State University
New College of Interdisciplinary Arts and Sciences

From: Brian Gerber
Sent: Thursday, March 15, 2018 11:21 AM
To: Scott Barclay <Scott.W.Barclay@asu.edu>
Cc: Christopher Hiryak <chris.hiryak@asu.edu>
Subject: quick hello and a request Re a curriculum development issue

Hello Scott

You might recall that we met last year at the School of Public Affairs downtown; we've got quite a few shared contacts in our professional network. I've been meaning to reach out to you for a while after I learned you took the position at the New College, but alas, I'm always slow on those things. Please accept a belated congratulations and welcome to ASU.

A quick reminder and explanation for why I'm reaching out on this email. I'm the academic director for an ASU Online graduate program in emergency management and homeland security. I am writing to request a statement of support for a new proposed concentration plan in cybersecurity as it relates to emergency management issues. The online MA in Emergency Management and Homeland Security is offered through the College of Public Service and Community Solutions.

Here is a bit more context for my request: The MA in Emergency Management & Homeland Security program is proposing to develop a new concentration titled "Cybersecurity Policy and Management" and we need to reach out to other programs to let them know we're in the process of such development – and to ask for a statement of support.

Our online program is explicitly geared to working professionals, most of whom work in local, state or federal government, overwhelmingly in emergency management or first response agencies. The purpose of our concentration plan is to help educate and train students in those professional areas develop expertise on cyber threats in order to better promote community risk management, resilience and overall safety.

As such, our student population does not really overlap with other degree program at ASU (for the most part) and the cybersecurity curriculum is not in any way intended to compete with cyber education in computer science, engineering, law or other areas. It is really designed to help develop KSAs related to managing cyber-related risks in areas pertaining to emergency management (e.g. addressing cyber risks relating to critical infrastructure protection).

Thus, I would like to make this request: could you send a reply indicating the New College of Interdisciplinary Arts and Sciences is supportive of the effort to improve the emergency management curriculum at ASU by developing a new concentration area in cybersecurity for emergency managers (and similar positions)?

I've CC'd our College's Director of Academic Services, Chris Hiryak, who is supervising this request process with the university.

If you would like to discuss this proposal in more detail, please let me know and we can set up a time for a call. Or if you don't really need any additional information, please just send us a short note indicating your support when you are able.

Finally, I sometimes meet up with Lara Ferry and Kim Jones out your way; will try to stop by and say hello next time I'm out at West.

Thank you
Brian

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(NEW GRADUATE INITIATIVES)

PROPOSAL PROCEDURES CHECKLIST

Academic units should adhere to the following procedures when requesting new curricular initiatives (degrees, concentrations or certificates).

☐ **Obtain the required approval from the Office of the Provost to move the initiative forward for internal ASU governance reviews/approvals. Please see the academic strategic plan website at: https://provost.asu.edu/curriculum-development.**

☐ **Submit any new courses that will be required for the new curricular program to the Curriculum ChangeMaker   online course approval system for review and approval.**

- Additional information can be found at the Provost's Office Curriculum Development website: Courses link
- For questions regarding proposing new courses, send an email to: courses@asu.edu

☐ **Prepare the applicable proposal template and operational appendix for the proposed initiative.**

☐ **Obtain letters or memos of support or collaboration (if applicable).**

- When resources (faculty or courses) from another academic unit will be utilized
- When other academic units may be impacted by the proposed program request
- if the program will have an online delivery option support will be required from the Provost's office and ASU Online. (*Please complete the ASU Online Offering form in Curriculum ChangeMaker to begin this request.*)

☐ **Obtain the internal reviews/approvals of the academic unit.**

- Internal faculty governance review committee(s)
- academic unit head (e.g. Department Chair or School Director)
- academic unit Dean (will submit approved proposal to the curriculumplanning@asu.edu email account for further ASU internal governance reviews (as applicable, University Graduate Council, CAPC and Senate)

Additional Recommendations

All new graduate programs require specific processes and procedures to maintain a successful degree program. Below are items that the Graduate College strongly recommends that academic units establish after the program is approved for implementation.

☐ **Establish satisfactory academic progress policies, processes and guidelines** – Check within the proposing academic unit and/or college to see if there are existing academic progress policies and processes in place. If none have been established, please go to http://graduate.asu.edu/faculty_staff/policies and scroll down to the **academic progress review and remediation processes** (for faculty and staff) section to locate the reference tool and samples for establishing these procedures.

☐ **Establish a Graduate Student Handbook for the new degree program** – Students need to know the specific requirements and milestones they must meet throughout their degree program. A Graduate Student Handbook provided to students when they are admitted to the degree program and published on the website for the new degree gives students this information. Include in the handbook the unit/college satisfactory academic progress policies, current degree program requirements (outlined in the approved proposal) and provide a link to the Graduate Policies and Procedures website. Please go to http://graduate.asu.edu/faculty_staff/policies to access Graduate Policies and Procedures.