

**Academic Program Assessment Plan  
Certificate: Homeland Security Studies**

**Department of History and Political Science  
College of Humanities and Social Sciences  
Colorado State University-Pueblo**

Plan appended by Steven Liebel, Assistant Professor of Political Science, Director of Center for the Study of Homeland Security (CSHS), May 2019.

Primary Contact for Assessment: Steven Liebel

**Mission**

The Homeland Security Studies Program offers an in-depth opportunity for the scholarly study of the political and public policy issues involved in the field of homeland security and defense. It is also intended to provide professional development opportunities for graduates in a growing sector of the economy (minor) and to serve mid-career professionals interested in expanding substantive knowledge and career advancement (certificate).

The Program (encompassing both the Minor degree and the non-transcribed Certificate curriculum contained within the Minor) fulfills the missions of both the university and the department as described in the University Catalog:

“The University shall offer a broad array of baccalaureate programs with a strong professional focus and a firm grounding in the liberal arts and sciences.”

“The programs in history, political science, philosophy, and geography are intended to provide domains of study both for students who desire knowledge for personal enrichment and for students who desire to apply knowledge toward career objectives.... Departmental programs ... prepare students for occupations in government, business, education ...”

The Certificate in Homeland Security Studies provides students and mid-career professionals a program in line with the each mission. The program provides an admixture of hands-on tactile learning and theoretically informed analysis. This

education is directly exportable to a real-world environment and to the advancement of those seeking personal enrichment and career advancement.

### **Goals and Student Learning Outcomes**

In 2010, the national Homeland Security and Defense Education Consortium Association (HSDECA) proposed national accreditation standards and learning outcomes for homeland security undergraduate and graduate degree programs. While no guidelines were proposed for certificates or minors, this program has adopted and adapted HSDECA learning outcomes for undergraduate programs as the basis for the Certificate/Minor curriculum so as to be in compliance with all accreditation recommendations.

The following section is detailed in four areas. First, Undergraduate Degree General Outcomes are used as a foundation for student understanding and application. These identify broad points of program coverage. Second, Core Area Outcomes identify specifics areas of concentration that are necessary for HSDECA program compliance. Each core area must cover certain aspects of knowledge within homeland security. I.E., a course concentration in intelligence necessitates more specific knowledge of that area than others. Third, program goals are detailed that are in line with General and Core Area outcomes. Fourth and finally, Student Learning Outcomes are identified and are used the means to assess student learning and application. Student Learning Outcomes distill information from both the General Outcomes and Core Outcomes into identifiable means of program assessment.

#### **Undergraduate Degree General Outcomes (HSDECA a-i)**

According to HSDECA, satisfying general outcomes indicate that programs meet a minimum set of professional and intellectual standards in degree curriculum. Though some of the following outcomes may be satisfied by program coursework, some may be satisfied by the institution's general education requirements, course test out or high school AP equivalency. Thus, at a general level, homeland security, homeland defense, or similarly named baccalaureate degree programs must demonstrate that their graduates have:

- a) An ability to apply homeland security or defense concepts in a non-academic setting through an internship, cooperative, or supervised experience to include real-world experiences, strategies, and objectives.
- b) An understanding of professional ethics and how they apply in the field of homeland security or defense.
- c) An ability to apply knowledge of mathematics and science.
- d) An ability to work collaboratively.

- e) A recognition of transnational and global application of homeland security or defense issues, strategies and operations.
- f) An ability to design, conduct and evaluate exercises applicable to the disciplines of homeland security or defense.
- g) An ability to identify, describe and critically evaluate applicable homeland security or defense technologies.
- h) Knowledge of contemporary or emergent threats, challenges or issues including natural, man made and technological hazards.
- i) Demonstrate the ability to synthesize, analyze or evaluate homeland security or homeland defense issues or challenges (i.e., either a capstone practicum or undergraduate thesis).

### **Core Area (CA) Outcomes (HSDECA 1-23)**

Core area outcomes demonstrate professional breadth of preparation as it applies to the field of homeland security or homeland defense. Programs satisfying core area outcomes should include the following curricular (i.e., core academic) areas. Suggested definitions for each academic area follow. Although programs can assume some latitude in how their specific curriculum integrates or operationalizes each of the core areas below, programs must accomplish each of the following outcomes. Whereas undergraduate programs must accomplish each of the following outcomes at a lower level of learning, graduate programs must accomplish these outcomes, but demonstrate a higher level of learning than undergraduate programs. Hence, homeland security, homeland defense or similarly named programs must demonstrate that their students have:

#### **CA1. Intelligence - A systematic process of collection, analysis, and dissemination of information in support of national, state, and/or local policy or strategy.**

- 1) An ability to demonstrate knowledge of intelligence and counter-intelligence concepts, to include the collection, analysis, and dissemination of intelligence data both within the US and internationally.
- 2) An ability to demonstrate knowledge of the organization and mission of the federal Intelligence Community, state and local intelligence agencies within the US, private/corporate sector intelligence efforts, and selected components globally.
- 3) An ability to demonstrate and synthesize fundamental intelligence concepts while understanding their variables, limitations, and shortcomings.

**CA2. Law & Policy** –*Legal and policy formulations that provide the basic direction of homeland security means and objectives and establish a context for homeland security within the broader purview of national security.*

4) An ability to demonstrate knowledge of legal and constitutional principles and their application in the area of Homeland or National Security law and policy.

5) An ability to demonstrate knowledge of case law, precedential, and court decisions relating to and having an effect upon homeland security policy and law.

**CA3. Emergency Management** - *Emergency management includes the process of preparation for and the carrying out of all emergency functions necessary to protect, prepare for, respond to, and recover from emergencies and disasters caused by all hazards, whether natural, technological, or human caused. Emergency management is a comprehensive and continuous improvement oriented process designed to save lives, avoid injury or illness, and minimize damage to the environment and economic losses to property.*

6) An ability to demonstrate knowledge of emergency management and response concepts, operations, phases, and procedures across the range of homeland security challenges.

7) An ability to demonstrate knowledge of entry-level emergency management training and exercise types and strategies, and risk management principles.

**CA4. Risk Analysis** - *A systematic method of identifying the assets (e.g., critical infrastructure and key resources) of a system, the threats (i.e., strategic, political, economic, technological, or cultural) to those assets, and the vulnerability of the system to those threats in such a way as to be able to quantify threats and their consequences to a system for the purpose of developing appropriate countermeasures.*

8) An ability to demonstrate knowledge of risk analysis principles, processes, and techniques, in both the public and private sectors. This includes knowledge of an all hazards approach to risk analysis and infrastructure protection.

9) An ability to demonstrate knowledge of threat, vulnerability, consequence, and critical infrastructure analysis.

10) An ability to demonstrate basic industrial security strategies, challenges and principles.

**CA5. Critical Infrastructure & Key Resources** – *Systems, resources and assets, whether physical or virtual, so vital to the United States that the incapacity or*

*destruction of such systems, resources or assets would have a debilitating impact on national security, economic security, public health or safety, or any combination of these.*

11) An ability to demonstrate knowledge of the evolution and basic principles of critical infrastructure, in both the private and public sectors vital to their community, state or the nation.

12) An ability to identify and describe each of the recognized sectors of critical infrastructure and key resources, and identify appropriate counter measures using a risk-based methodology.

13) An ability to compare and contrast private sector and governmental responsibilities in the area of critical infrastructure/key resource identification and protection.

14) Identify and describe each mode of transportation and their responsible administrative authorities, threats to their security, and major legislative responses to transportation security threats including potential countermeasures to these security threats.

**CA6. Strategic Planning** - *the process of defining an organization's strategy (a long term plan of action designed to achieve a particular goal or objective) or direction and making decisions on allocating its resources to pursue this strategy, including its capital, its technology and its human resources.*

15) An ability to demonstrate knowledge of applicable national strategies and plans, including their history, inter-relationships, similarities and differences.

16) An ability to demonstrate knowledge of the strategic planning interface between national, state, and local governments.

17) An ability to demonstrate knowledge of basic principles underlying strategic planning, and identify these principles as they apply to the National Strategy for homeland security.

**CA7. Terrorism** - *The threat of violence, individual acts of violence, or a campaign of violence designed primarily to instill fear. Terrorism is violence for effect: not only and sometimes not at all for the effect on the actual victims of the terrorists' cause. Fear is the intended effect, not the by-product of terrorism.*

18) An ability to demonstrate knowledge of the history and basic concepts of global terrorism to include groups, ideologies, and underlying causes.

19) An ability to demonstrate knowledge of specific types of terrorism (e.g., state-supported, transnational, domestic, international) including their similarities and differences.

20) An ability to demonstrate knowledge of the conceptual aspects of counter-terrorism, counter-terrorist activities, and outcomes and be able to identify and describe examples of these concepts.

**CA8. Strategic Communication** – *An effects-based approach of synchronized themes and messages designed to enable the implementation of the national elements of power; to include but limited to diplomatic, intelligence, military, economic, financial, information and law enforcement, toward the accomplishment of national and homeland security objectives.*

21) An understanding of interagency communications needs, methods and processes.

22) An ability to compose and deliver professional reports, presentations and briefings in order to develop and refine analytical abilities and to demonstrate effective oral and written communication skills.

23) An understanding of the national instruments of power and their role in communication and homeland security structures and agencies.

## **Homeland Security Studies Program Goals**

Keeping HSDECA outcome goals and core academic areas in mind, the goals of the Center for the Study of Homeland Security are thus as follows:

1. To provide individual courses as well as an academic certificate and minor in the field of Homeland Security Studies
2. To maintain congruence between course content and Core Area Outcomes as defined by the HSDECA.
3. To develop in certificate students writing and communication skills that are directly exportable to a real-world circumstance and professional career environment.
4. To develop in minor students skills in higher order thinking such as critical thinking and knowledge, and to properly socialize students into a professional mindset.
5. To develop in all students an understanding of the methods and ideas behind homeland security, defense, and application.

## **Expected Student Learning Outcomes**

In order to assess the effectiveness of instruction and student learning as it pertains to meeting these General and Core criteria, as well as program goals, the following Student Learning Outcomes are defined and assessed on an annual basis by the Director of the Center for the Study of Homeland Security for either the Certificate or Minor:

1. Knowledge: Students will be able to demonstrate knowledge of: intelligence and counter-intelligence concepts; legal and constitutional principles pertaining to homeland and national security policy; strategic planning interfaces between national, state, and local governments; conceptual aspects of terrorism and counter-terrorism; and understand basic inter-agency communication needs, methods, and processes.
2. Writing: Students will be able to construct coherent, objective, and well reasoned arguments pertaining to topics on homeland security.
3. Critical Thinking: Students will be able to: recognize issues that are pertinent to homeland security; question issue validity; develop logically sound arguments pertaining to said issues; and evaluate sources of evidence pertaining to the issue (including contrary and supporting evidence).
4. Communication: Students will be able to construct, compose, and deliver professional reports, research, and briefings.

Because the Certificate is subsumed within the Minor, the goals of the certificate program contribute to the overall educational experience and goals of the minor. The Certificate SLO's are thus assessed independently and in conjunction with the SLO's of the Minor. The two programs are thus assessed simultaneously, but with different SLO's in mind. The primary distinction springs from the need of certificate students to learn immediately applicable skills, while minors master skills of higher order thinking. The Certificate program and Minor will be assessed on the following annual cycle:

## **Homeland Security Studies Minor/Certificate Program Assessment Plan Summary**

**Date Updated: November 2015**

<b>Student Learning Outcome</b>	<b>Measure description (direct or indirect?)</b>	<b>Expected level of student proficiency (definition and percentage)</b>	<b>Timeline or cycle</b>
SLO1  Critical Thinking	Direct measure: Students will be able to: recognize issues that are pertinent to homeland security; question issue validity; develop logically sound arguments pertaining to said issues; and evaluate sources of evidence pertaining to the issue (including contrary and supporting evidence).	80% of students will score on the assessment rubric at the proficient level.	3 year cycle for Minor (2017-18, 2020-21)
	Indirect measure: Students are required to practice applied thinking through participation in simulations, intelligence cycle analysis, and out of class exercises.		Annually
SLO2  Knowledge	Direct measure: Students will be able to demonstrate knowledge of: intelligence and counter-intelligence concepts; legal and constitutional principles pertaining to homeland and national security policy; strategic planning interfaces between national, state, and local governments; conceptual aspects of terrorism and counter-terrorism; and understand basic inter-agency communication needs, methods, and processes.	80% of students will score on the assessment rubric at the proficient level.	3 year cycle for Minor (2018-19, 2021-22)
	Indirect measure: Students are required to display an understanding of historical and politically relevant concepts and arguments through: briefings, written assignments, and group exercises.		Annually

SLO3 Writing	Direct measure: Students will be able to construct coherent, objective, and well reasoned arguments pertaining to topics on homeland security.	80% of students will score on the assessment rubric at the proficient level.	2 year cycle for certificate program (2017-18, 2019-20)
	Indirect measure: Students are required to write research papers that encompass background knowledge, independent research, and logical reasoning/order.		Annually
SLO4 Communication	Direct measure: Students will be able to construct, compose, and deliver professional reports, research, and briefings.	80% of students will score on the assessment rubric at the proficient level.	3 year cycle for Minor (2019-20, 2022-23)  2 year cycle of certificate program (2018-19, 2020-21)
	Indirect measure: Students are required to present their research formally to their class as an individual or as a team, and are required to participate in regular class discussion.		Annually

The manner in which these Student Learning Outcomes are assessed is addressed both within the previous table and in more detail in the following section.

### **Assessment Methods and Results**

Program faculty are primarily adjunct instructors with professional training in relevant fields. The CSHS Director meets annually with faculty to compare intended learning outcomes with student performances in each of the three Certificate program courses (all offered annually). Course and program curricula are reviewed to evaluate alignment of individual course goals, content, and instructional methods with the overall program goals and outcomes.

Assessment will be conducted via: written assignments, presentations/briefings, and in-class group presentations. Students will be expected to present key findings on best practices in published literature and cases histories, apply theoretical concepts to current events and case studies, and to demonstrate pre-professional skills in developing effective written work and live presentations.

These assignments will be read/observed by the Director of the Center for the Study of Homeland Security. Utilizing an established rubric, the Director will record independent scores based off of both submitted research papers and presentations. The Director then submits a report of the assessment findings, as well as any related action plans, to the chair of the Department of History and Political Science and the Political Science Program coordinator, the Dean of CHASS, as well as the Assistant Provost for Assessment and Student Learning. The CSHS director holds primary responsibility for ongoing program assessment activities as well as for revision of the plan itself.

To ascertain the level of student proficiency, students must be minimally proficient in all core areas to receive the degree or certification that connote pre-professional competence. The expectation is that 80% of students achieve the level of “proficient,” with few scoring either “exemplary”, “emerging” or “not present.”

To obtain the Minor students must successfully complete all six courses with the Political Science departmental standard of a grade of C or better. Students will not pass key courses for certification without demonstrating proficiency.

### **Dissemination of Program Goals and Outcomes**

The CSHS director will meet with course instructors as necessary to determine whether changes should be made to individual course syllabi based on student learning outcome results. The director will discuss assessment data at scheduled semester Political Science Program meetings for analysis and recommendations.

To inform the public and the university community at large, written accounts of current program goals, expected student outcomes, and assessment activities are published in the Colorado State University-Pueblo Catalog. The CSHS Director will provide program faculty with written copies of the goals, outcomes, and curriculum map in a timely fashion.

## **Curriculum (9 credit hour non-transcribed Certificate)**

Students will receive, upon the completion of POLSC 270, 271, and 272, a non-transcribed Certificate in Homeland Security Studies that is awarded by the Political Science Program, which independently maintains student records for this award. The three courses for the Certificate correspond to the state-approved curriculum adopted by UCCS for its homeland security certificate program.

Required courses that incorporate core student learning outcomes (SLOs):

1. *Introduction to Homeland Security*, (POLSC 270) 3 credits

An overview of homeland security and key threats and responses. Major topics addressed include the structure of the Department of Homeland Security and its relation to member, state, and local agencies; strategic and military approaches to countering threats; legal elements; and the role of government-private sector partnerships.

2. *Terrorism*, (POLSC 271) 3 credits

An examination of extremist groups and private violence in the context of domestic monitoring, prevention, and response. Areas of emphasis will include recruitment and law enforcement vs. military approaches to counter-terrorism.

3. *Critical Incident Management*, (POLSC 272) 3 credits

The policies and practices of local first responders, inter-agency relationships, specific threats including infrastructure failure, natural disasters, political violence, and unconventional weapons.

See curriculum map for relation of curriculum to level of expected student learning outcomes.

These three courses are only reflective of the courses necessitated for the Certificate program. The Center for the Study of Homeland Security Studies also offers additional courses and a full academic minor to fully fulfill the academic obligations as presented by the HSDECA.

## Curriculum Map

- Course Designations:
  - 270 – Introduction to Homeland Security Studies (certificate and minor)
  - 271 – Terrorism (certificate and minor)
  - 272 – Critical Incident Management (certificate and minor)
  - 373 – Intelligence and National Security (minor only)
  - 374 – Homeland Security and the Law (minor only)
  - 375 – Threat and Strategic Planning (minor only)

Homeland Security Program SLOs	270	271	272	373	374	375
<u>Knowledge:</u> Students will be able to demonstrate knowledge of: intelligence and counter-intelligence concepts; legal and constitutional principles pertaining to homeland and national security policy; strategic planning interfaces between national, state, and local governments; conceptual aspects of terrorism and counter-terrorism; and understand basic inter-agency communication needs, methods, and processes.	I	I	I	E	E	E
<u>Writing:</u> Students will be able to construct coherent, objective, and well reasoned arguments or discussions pertaining to topics on homeland security.	I	E	E	E	E	E
<u>Critical Thinking:</u> Students will be able to: recognize issues that are pertinent to homeland security; question issue validity; develop logically sound arguments pertaining to said issues; and evaluate sources of evidence pertaining to the issue (including contrary and supporting evidence).	I	I	I	E	E	E
<u>Communication:</u> Students will be able to construct, compose, and deliver professional reports, research, and briefings.	I	E	I	E	E	E

## **Itemized Changes to Assessment Plan**

- May 2013:
  1. Assessments section amended to reflect more closely the means of annual assessment (i.e., written paper and verbal presentation).
  2. Course curriculum and “Assessment Methods and Results” section amended to accurately reflect the course work necessary for the certificate, not the minor (i.e., three courses removed), wording respecified.
  3. Courses listed in curriculum specified as “270, 271, 272” to remove ambiguity from student expectations for completion.
  4. Curriculum map description refined.
  5. “Goals and Student Learning Outcomes” final paragraph clarified to represent restructured section on General/Core Outcomes and Student Learning Outcomes.
  6. “Undergraduate Degree General Outcomes (HSDECA a-i)” edited to reflect HSDECA acronym.
  7. “Core Area (CA) Outcomes (HSDECA 1-23)” edited for formatting
  8. “Student Learning Outcomes” section added. This addition was made to reflect changes to the 2013-2014 CSU-Pueblo Catalog on program Student Learning Outcomes.
  9. “Curriculum” section relocated to end of document.
  10. Curriculum Map learning outcome for POLSC 271, Terrorism, “Compose and deliver professional reports, presentations and briefings” changed from “E” to “I” to better reflect the courses 200 level expectations.
  11. Assessment method adjusted. The phrase: “In addition to faculty assessments, in-class written evaluations are collected from all students on the final day of class” has been removed. This action was taken because the assessment of Student Learning Outcomes by the program director and outside faculty is reflective of instructor ability. With the addition of student feedback via anonymous online evaluations, and annual consultations between the Director and faculty, these written evaluations are viewed as redundant.
  12. Assessment method adjusted. The phrase: “The CSHS director will meet with course instructors at least once per semester” has been appended to “at least once per year.” This is because it is not possible to meet every semester given that assessment only occurs once per year. The program director will meet with all faculty once per year following assessment to update instructors on outcomes and future goals and revisions.
- May 2014
  1. Annual cycle for SLO adjusted to reflect short term nature of certificate program and long term nature of minor, as well as goals of the certificate

- program being separate from the minor. This change was recommended in 2012-13 and allows for the assessment of multiple SLO's at the same time.
2. Certificate program mission statement updated to define the goals of the program and to emphasize their congruence with the missions of both the university and department. This update also emphasizes the relationship between the professional training students receive in class and career development.
  3. Assessment Methods and Results section updates to reflect a newly included metric of "expected achievement level" and to incorporate means of assessment that are more expansive than simply written work. This includes the addition of a student portfolio monitoring procedure, newly implemented for certificate students, that allows the director to identify student strengths and weakness early in the program, so as to provide clarity for how the students needs can best be addressed moving forward.
  4. A new section was added to the plan: Dissemination of Program Goals and Outcomes. This helps to better delineate the manner in which the program director will incorporate the findings of the annual assessment into the curriculum with both the faculty, and public.
  5. Numerous passages have been eliminated that give reference to the minor bring in it's first year.
  6. Curriculum map revised to reflect on recommendations made in 2012-13 that it should include SLOs that are assessed directly as opposed to alternative technical SLOs. This adjustment also reflects the revised program SLO's made in 2013-14.
  7. Program goals have been revised so as to maintain consistency with the HSDECA, but to also focus on the purpose of the assessment.

- November 2015

1. Assessment plan updated to reflect universal formatting.
2. Updated language for writing SLO to reflect 2014-15 assessment suggestions.

- May 2016

- 1."Portfolio" terminology removed from section on "Assessment Methods and Results." The portfolio is removed as a monitoring procedure for certificate students.
- 2.Terminology "At least once per year" in reference to Director communicating with faculty changes to SLOs removed and replaced with "as necessary" within "Dissemination of Program Goals and Outcomes."
- 3.Terminology "Descriptions of program activities are provided prior to the awarding of Certificates at the annual Political Science Forum" in reference to Director communicating with program faculty, is removed and replaced with "In a timely fashion" within "Dissemination of Program Goals and Outcomes."

4. Updated language for writing SLO to reflect 2014-15 assessment suggestions placed within writing rubric.

- May 2017

- 1. SLO3 and SLO4 were revised to reflect new bi-annual schedule/cycle. Writing and Communication will no longer both be assessed every year. They will instead be assessed on a rotating schedule every other year.

- 1. Language within "Assessment Methods and Results" has been changed to reflect.

- May 2018

- Assessment cycle updated to accurately reflect three year assessment cycle for homeland security minor, and two year cycle for certificate.



## Academic Program Assessment Report for AY 2018-2019

Program: Certificate - Homeland Security Studies (Due: May 24, 2019)

Date report completed: May 24, 2019

Completed by: Steven Liebel (Program Director)

Assessment contributors (other faculty involved): \_\_\_\_\_

Please describe the 2018-2019 assessment activities and follow-up for your program below. Please complete this form for each undergraduate major, minor, certificate, and graduate program (e.g., B.A., B.S., M.S.) in your department. Please copy any addenda (e.g., rubrics) and paste them in this document, save and submit it to both the Dean of your college/school and to the Assistant Provost as an email attachment before May 24, 2019. You'll also find this form on the assessment website at <https://www.csupueblo.edu/assessment-and-student-learning/resources.html>. Thank you.

**I. Assessment of Student Learning Outcomes (SLOs) in this cycle.** Including processes, results, and recommendations for improved student learning. Use Column H to describe improvements planned for 2018-2019 based on the assessment process.

A. Which of the program SLOs were assessed during this cycle? Please include the outcome(s) verbatim from the assessment plan.	B. When was this SLO <u>last</u> assessed?	C. What method was used for assessing the SLO? Please include a copy of any rubrics used in the assessment process.	D. Who was assessed? Please fully describe the student group(s) and the number of students or artifacts involved.	E. What is the expected achievement level and how many or what proportion of students should be at that level?	F. What were the results of the assessment? Include the proportion of students meeting proficiency.	G. What were the department's conclusions about student performance?	H. What changes/improvements to the program are planned based on this assessment?

<p>Communication</p> <p>Direct measure: Students will be able to construct, compose, and deliver professional reports, research, and briefings.</p> <p>Indirect measure: Students are required to present their research formally to their class as an individual or as a team, and are required to participate in regular class discussion.</p>	<p>Spring 2017, concluding 2016-17 academic year</p>	<p>This assessment is done within a 200 level course on terrorism. The assignment assessed is an oral research presentation based on semester-long, multi-part research paper performed by students with faculty feedback. The oral presentation brief forms the assessed culmination of student outcomes in communication.</p> <p>Methodology includes observation and evaluation of content, technique, voice, professional dress, and demeanor.</p> <p>See communication rubric attached at the end of this document.</p>	<p>25 students from the Spring term 200 level Terrorism course were sampled. 25 students constitutes every student in the course.</p>	<p>As per the programs assessment plan, 80% of students should perform at or above "proficient" for each SLO. With 25 students in the assessment pool, 20 should achieve at or above proficiency in communication.</p>	<p>19 of 25 students met the expectation of proficiency for communication.</p> <p>This level of proficiency is judged on the basis of five students receiving less than passing marks against a standardized rubric and syllabus statement of expectations, and one student failing to show for their presentation at all.</p>	<p><b>Communication</b></p> <p><b>Strengths —</b> Students displayed an ability to comfortably cover complex material in a clear manner. Students were professional in dress and demeanor.</p> <p><b>Weaknesses —</b> Students do not uniformly possess the ability to calmly present at a reasonable pace. Several students were affected by nerves.</p> <p>Students also were rather inconsistent in their choice of professional presentation attire. Hats, untucked shirts, etc., showed up.</p>	<p>The 2018-19 assessment indicates broad strength in communication with local, and somewhat sporadic, pockets of weakness.</p> <p>In general, student presentations were well done. Presentations were organized, and comfortably presented.</p> <p>Areas of future improvement are complex, as there was no one consistent area that caused students to come in below proficient. Some students need practice presenting, some need to calm down, some need to understand what professional dress means.</p> <p>To rectify this, students will be introduced to additional techniques for professional presentation. There is already substantial instructional time and syllabus space dedicated to presentation construction and development. Additional energies will be utilized to develop a holistic understanding of presentation method, and its importance.</p> <p>Lastly, it's possibly some students are unable to afford professional attire.</p>
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Comments on part I:

**II. Closing the Loop. Describe at least one data-informed change to your curriculum during the 2018-2019 cycle.** These are those that were based on, or implemented to address, the results of assessment from previous cycles.

A. What SLO(s) did you address? Please include the outcome(s) verbatim from the assessment plan.	B. When was this SLO last assessed to generate the data which informed the change? Please indicate the semester and year.	C. What were the recommendations for change from the previous assessment?	D. How were the recommendations for change acted upon?	E. What were the results of the changes? If the changes were not effective, what are the next steps or the new recommendations?

<p>Writing</p> <p>Direct measure: Students will be able to construct coherent, objective, and well reasoned arguments pertaining to topics on homeland security.</p> <p>Indirect measure: Students are required to write research papers that encompass background knowledge, independent research, and logical reasoning/order.</p>	<p>Spring 2018</p>	<p>Recommendations included: clarifying method of assessment within the report, as opposed to describing its context; requesting website assessments be updated; and suggested in Part II of this report providing some data on changes made more recently than provided.</p>	<p>All of the suggestions were acted upon where possible.</p> <p>First, the assessment method is now included along side what this author believes is important context to assessment method.</p> <p>Second, this author contacted the appropriate offices to have up to date assessments posted online.</p> <p>Third, assessment for homeland security certificate is done on a cycle, with only one (either writing or communication) assessed every other year. This allows time for changes to be implemented before re-assessment. As such, assessment reports report on the most recent years changes and updates, which reports on an SLO not the same as the current years report.</p>	<p>The assessment report is in line with reviewer requests and requirements given updates from the reviewer.</p>
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Comments on part II:

**Homeland Security Studies Certificate**  
**Colorado State University--Pueblo**  
**Communication Rubric**

Intended student learning outcome assessed with this rubric:

- *Students will be able to construct, compose, and deliver professional reports, research, and briefings.*

Student work assessed:

- Research presentation/briefing

Communication	Exemplary:	Proficient:	Emerging:	Not Present:
<b>A. Delivery</b>	Delivery is <i>dynamic</i> , utilizing varied tone, volume, pace, and body language in support of argument(s). Attire <i>enhances</i> environment.	Delivery is <i>clear</i> , utilizing <i>appropriate</i> tone, volume, pace, and body language in support of argument(s). Attire <i>supports</i> environment.	Delivery is audible, utilizing <i>flat</i> or <i>non-varied</i> tone, volume, pace, and body language in support of argument(s). Attire <i>detracts</i> from environment.	
<b>B. Presentation Tools</b>	Presentation tools are <i>logical</i> , utilizing <i>clear</i> sequences and transitions. Visual aids are <i>error-free</i> and <i>enhance</i> presentation environment.	Presentation tools are <i>mostly logical</i> and <i>generally</i> utilize clear sequences and transitions. Visual aids are <i>generally error-free</i> and <i>support</i> the presentation environment.	Presentation tools are <i>occasionally logical</i> and may utilize <i>confusing</i> sequences and transitions. Visual aids are <i>error-prone</i> and <i>detract</i> from the presentation environment.	
<b>C. Question and Answer Period</b>	Provides a <i>thorough</i> justification of conclusions, <i>clearly</i> explains rationales and assumptions.	Provides a justification of conclusions, explains rationales and assumptions.	Conclusions are not clearly justified, and/or assumptions are not explained.	

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May 22, 2019

To Whom it May Concern,

This memo outlines changes that will take place within the CSU-Pueblo Homeland Security program assessment protocol, and assigns goal dates for the completion and implementation of said changes.

1. The program will consider reducing the number of SLOs from four to three (Dizinno Slide 12), condensing Knowledge and Critical Thinking into one consistent and simplified SLO (Dizinno Slide 16). If adopted, this new SLO will be in line with in-demand soft skill training pertaining to creativity and problem solving. If adopted, this will be used in the 2019-20 assessment.
2. If preceding point #1 is adopted, a new assessment method will be developed. The nature of a Creativity/Problem Solving SLO leans towards qualitative direct and indirect assessment (Dizinno Slide 23). If adopted, this will be used in the 2019-20 assessment.
3. If preceding point #1 is not adopted, a new assessment method will be developed for current bi-annual Knowledge and Critical Thinking SLO assessments. The nature of the SLOs leans towards the possibility of quantitative exam/paper/project based assessment or qualitative methods that are direct and indirect in nature (Dizinno Slide 23). If adopted, this will be used in the 2019-20 assessment.
4. The CSU-Pueblo Homeland Security program recently updated their curriculum to offer a Cyber Law course (offered Fall 2019). This course will likely require additional review of assessment tools to ensure that students are performing as desired. If changes are adopted pending the course outcomes in Fall 2019, this will be incorporated and used in the 2020-21 assessment.
5. All potential revisions will require changes to assessment plans and curricular maps. If changes are adopted plans and maps will be altered for the year of assessment, if possible given time to adopt and implement changes in that assessment cycle.

Sincerely yours,

Steven Liebel