



LOUISIANA COMMUNITY & TECHNICAL COLLEGE SYSTEM

*Changing Lives,
Creating Futures*

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TO: Dr. Monty Sullivan
LCTCS President

THROUGH: Dr. Wendi Palermo ^{WP}
Chief Education and Training Officer

FROM: William Tulak ^{WT}
Director of Institutional Effectiveness

DATE: April 21, 2023

SUBJECT: Program Requests at Delgado Community College

APPROVED
 5/10/23
LCTCS BOARD OF SUPERVISORS

FOR BOARD ACTION

Recommendation: Staff recommends the Board approve the following program requests listed below.

Program Addition

1. Associate of Arts (AA) in Homeland Security and Emergency Management (CIP 43.0301) - **4 STARS**

Background: Delgado Community College proposes a 60-credit hour Associate of Arts in Homeland Security and Emergency Management. The purpose of this program is to prepare graduates for entry level positions in the field, including emergency management, security technologies, infrastructure protection, and disaster assistance within public safety organizations, governmental agencies, and the private sector. This new program will be housed in the School of Liberal Arts, Social Sciences, and Education where faculty are skilled in areas of criminal justice, law enforcement, homeland security, emergency management and the social sciences. The degree in Homeland Security and Emergency Management will utilize a cross-discipline approach to address local and national needs regarding security and emergency management

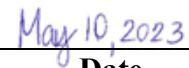
Fiscal Impact: There will be no fiscal impact unless otherwise noted.

History of Prior Actions: There is a history of revising programs to meet student and workforce needs.

Benefits to the System: These requests will allow Delgado Community College to better meet student and workforce needs.



Approved for Recommendation to the Board
Dr. Monty Sullivan

 5/10/23
Date

Homeland Security and Emergency Management, A.A. - 04/20/2023

TYPE OF PROPOSED CHANGE : New Program
PROGRAM NAME : Homeland Security and Emergency Management, A.A.

AWARD LEVEL(S)	
<p>For Board of Regents and LCTCS Review:</p> <p>Associate of Arts (A.A.)</p> <p>Name:</p>	<p>For LCTCS Review:</p> <p>Technical Diploma (T.D.)</p> <p>Certificate of Technical Studies (C.T.S.)</p> <p>Career and Technical Certificate (C.T.C)</p> <p>TCA - For Archive Purpose Only</p>

NAME OF PROGRAM(S) and AWARD LEVEL(S)	
Stars : 4 Stars	
Name: Homeland Security and Emergency Management	Program Delivery Mode: Standard
CIP: 430301	Credit Hours: 60.00
Contact Hours: 900.00	Associate of Arts (A.A.)

<p>PROPOSED CHANGE</p> <p>a) For New Programs, state the purpose and objective; b) For Curriculum Modifications, state previous credit and clock hours; c) For Program Termination, state program and all award levels; d) For Curriculum Adoption, state the college from which curriculum is being adopted and the date it was approved by LCTCS.</p>
<p>Delgado Community College proposes a 60-credit hour Associate of Arts in Homeland Security and Emergency Management. The purpose of this program is to prepare graduates for entry level positions in the field, including emergency management, security technologies, infrastructure protection, and disaster assistance within public safety organizations, governmental agencies, and the private sector. This new program will be housed in the School of Liberal Arts, Social Sciences, and Education where faculty are skilled in areas of criminal justice, law enforcement, homeland security, emergency management and the social sciences. The degree in Homeland Security and Emergency Management will utilize a cross-discipline approach to address local and national needs regarding security and emergency management.</p> <p>Currently, there are job openings available in various aspects of Homeland Security and Emergency Management in the Greater New Orleans area, and the Louisiana Community and Technical College System notes the profession with a star rating of 3-4, depending on the specific job designation.</p> <p>The College has offered a degree program in Criminal Justice since 1976. The Criminal Justice program is a top ranked program, and it has a healthy enrollment. Students in the Criminal Justice program have expressed interest in pursuing academic opportunities in the field of Homeland Security and Emergency Management. In addition, the College has received support from several law enforcement experts in the greater New Orleans area expressing the need for persons skilled in homeland security and emergency management to serve the community in the face of continuing threats both natural and man-made. With the current increase in natural disasters, technological disasters, man-made disasters, terrorist threats, and critical infrastructure vulnerabilities in the United States, a Homeland Security and Emergency Management program will allow students to pursue their academic interests and career goals and to expand their career options.</p>

IMPLEMENTATION DATE (Semester and Year)	Spring 2024
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HISTORY OF PRIOR ACTIONS
Provide an overview of changes to this program.

There were no prior actions as this is a new degree program.

JUSTIFICATION FOR THE PROPOSED CHANGE
Include support such as four-year university agreements, industry demand, advisory board information, etc.

The United States currently has a shortage of individuals working in the Homeland Security and Emergency management fields, and there is an increased need in the greater New Orleans area due to its strategic geographic location and its susceptibility to natural disasters as well as the unfortunate and increasing occurrence of domestic terrorist events. Offering the AA degree will allow potential students the opportunity to pursue and attain a college degree, both to accompany their field training as well as to address student interest and community need. In addition, the degree will allow students to pursue an advanced degree in their desired field in Homeland Security and/or Emergency Management, which will result in even greater expertise and employment opportunities.

Delgado’s Criminal Justice faculty reviewed what is currently offered by other community colleges and universities in Louisiana. The faculty discovered that no other community college has a Homeland Security and Emergency Management program, although one college offers a course in Homeland Security.

The Advisory Board and potential employers in both governmental agencies and the private sector expressed interest in hiring students who have educational training in the areas of homeland security and emergency management to be provided by the college. The Delgado Chief of Campus Police is an advocate of a Homeland Security and Emergency Management program, and he has written a letter of support and provided guidance in the planning of the program. The chief has numerous contacts in Homeland Security and Emergency Management throughout the New Orleans area, several of whom have also provided support for the program.

SITE(S) OF NEW PROGRAM OR CURRICULUM MODIFICATION: Main Campus, Sites (list below)

Westbank Campus

QUALIFIED FACULTY (Check all that apply)

Use Existing Faculty: Yes	Hire Adjunct Faculty: No	Hire Full-Time Faculty: Yes
# - Full Time: 6	# - 0	# - 1
# - Part Time: 0		

ADMINISTRATION and IMPLEMENTATION COSTS

Department :

How will this change affect the administrative structure and/or allocation of departmental funds in terms of:

Faculty :	Facilities :	Library Resources :
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Support :	Related Fields :	Other :
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MINIMUM CREDENTIALS REQUIRED FOR FACULTY		
Education: Master's degree in homeland security, emergency management or related field	Experience: 1 year work experience in homeland security, emergency management, or related field	Certification: NA

FISCAL IMPACT: ADMINISTRATION and IMPLEMENTATION COSTS
Department : School of Liberal Arts, Social Sciences, and Education
Describe how this change will affect the administrative structure and/or allocation of departmental funds in terms of faculty, facilities, support, and any other resources.
The addition of the degree program in Homeland Security and Emergency Management will have no effect on the administrative structure of the School/College. Moreover, the College has adequate support resources to accommodate students in this new degree program and does not foresee any re-allocation of departmental funds. The program may require the addition of a faculty member in the field.

ANTICIPATED ENROLLMENT:					
Students	Year One	Year Two	Year Three	Year Four	Year Five
DAY	30	53	69	78	89
EVENING					
DISTANCE EDUCATION					
Describe Process for Attaining & Estimating Enrollment:	Enrollment projections are consistent with historical enrollment, graduation, retention, and entrance rates for the School of Liberal Arts, Social Sciences, and Education (formerly Arts and Humanities.)				

PROGRAM ACCREDITATION:	
Is Program Accreditation, Licensure or Certification Required?	No Accreditation status: N/A
Type/Name of Program Accreditation, Licensure or Certification Required:	

DESCRIBE IMPLEMENTATION COSTS (Include Faculty, Facilities, Library Resources, etc.)

PROGRAM CURRICULUM

Use the template below or insert separate attachment. All modifications should include the OLD and NEW curriculum with changes appropriately noted so that it is visually clear what has been added, deleted and/or changed. Note if any special requirements, such as internships, are part of the curriculum. List all embedded IBCs. If you are adopting curriculum, you do not need to complete this section.

Subject Code	Course Number	Course Title	Lecture Hours	Lab Hours	Contact Hours	Credit Hours	Clinical Hours
Program, Degree or Concentration: Homeland Security and Emergency Management, A.A. (see attachment)					Credit Hours: 60.00		

BENEFITS TO THE SYSTEM

Discuss how this change will benefit your students, your community, and the LCTCS.

The data confirm that high wage, high demand jobs are available for students who select this program of study. By adding the program at Delgado, we will be able to serve the greater New Orleans area as well as the state of Louisiana and beyond.

The AA degree will allow students to obtain entry-level jobs in the various opportunities available in Homeland Security and Emergency Management, gain experience in the field, and advance into management careers within their field. Through articulation agreements, students will be able to continue their professional development and obtain their bachelor's degree and even master's degree. By offering this degree program, Delgado will contribute to the LCTCS goals of providing students with workforce solutions and opportunities for educational advancement.

KEYWORDS

Associate of Arts Homeland Security and Emergency Management

Required Courses in Major

Required grade of "C" or higher.

HSEM XXX	Introduction to Homeland Security	3
HSEM XXX	Emergency Management	3
HSEM XXX	Transportation and Border Security	3
HSEM XXX	Emergency Communications Management	3
SOCI XXX	Sociology of Disaster	3
CMIN 204	Fundamentals of Information Technologies and Systems	3
CMIN 244	Introduction to Information Security	3
CRJU 105	Introduction to Criminal Justice	3
CRJU 110	Introduction to Terrorism	3

Approved Electives (Choose 6 hours from the following courses)

CRJU 298	Criminal Justice Practicum (Work-based learning)	3
POLI 261	Constitutional Law	3
PSYC 245	Social Psychology	3
SOCI 250	Studies in Cultural Diversity	3

General Education Courses

See General Education Requirements, for approved Fine Arts, Social Science, Natural Science and Humanities Courses.

ENGL 101	English Composition I <i>or</i>	3
ENGL 110	Intensive English Composition I	
ENGL 102	English Composition II	3
MATH 120	Contemporary Math	3
PSYC 127	Introduction to Psychology	3
SOCI 151	Introduction to Sociology	3
	Fine Arts Requirement	3
	Humanities Requirement	3
	Natural Science Requirement	6

TOTAL CREDIT HOURS: 60

Suggested Sequence (Curriculum Map)

First Semester

- HSEM XXX Introduction to Homeland Security (New) 3
- CRJU 105 Introduction to Criminal Justice 3
- SOCI 151 Introduction to Sociology (General Education) 3
- ENGL 101 English Composition I *or* 3
- ENGL 110 Intensive English Composition I (General Education)
- MATH 120 Contemporary Math (General Education) 3

Total: 15 credit hours

Second Semester

- ENGL 102 English Composition II (General Education) 3
- SOCI XXX Sociology of Disaster (New) 3
- PSYC 127 Introduction to Psychology (General Education) 3
- HSEM XXX Emergency Management (New) 3
- Approved Elective 3

Total: 15 credit hours

Third Semester

- CRJU 110 Introduction to Terrorism 3
- CMIN 204 Fundamentals of Information Technologies and Systems 3
- Fine Arts Requirement (General Education) 3
- Natural Science Requirement (General Education) 3
- Approved Elective 3

Total: 15 credit hours

Fourth Semester

- HSEM XXX Transportation and Border Security (New) 3
- HSEM XXX Emergency Communication Management (New) 3
- CMIN 244 Introduction to Information Security 3
- Natural Science Requirement (General Education) 3
- Humanities Requirement (General Education) 3

Total: 15 credit hours

TOTAL CREDIT HOURS: 60

Faculty Roster Form

Qualifications of Full-Time and Part-Time Faculty

Name of Institution: Delgado Community College

Name of Primary Department, Academic Program, or Discipline: Criminal Justice
School of Liberal Arts, Social Science,
& Education

Academic Term(s) Included: Fall 2022 ; Spring 2023

Date Form Completed: April 19, 2023

1 NAME (F, P)	2 COURSES TAUGHT Including Term, Course Number & Title, Credit Hours (D, UN, UT, G)	3 ACADEMIC DEGREES & COURSEWORK Relevant to Courses Taught, Including Institution & Major List specific graduate coursework, if needed	4 OTHER QUALIFICATIONS & COMMENTS Related to Courses Taught
1) Colleen Andara (P)	<p>Fall 2022:</p> <ul style="list-style-type: none"> • CRJU-105: Introduction to Criminal Justice (UT) <p>Spring 2023:</p> <ul style="list-style-type: none"> • CRJU-103: Introduction to Corrections (UT) • CRJU-105: Introduction to Criminal Justice (UT) 	<p>M.S. in Criminal Justice – Southern University at New Orleans</p> <p>B.S. in Criminal Justice – Southern University at New Orleans</p>	
2) Louis Dirosa (P)	<p>Fall 2022:</p> <ul style="list-style-type: none"> • CRJU-160: Criminal Law (UT) <p>Spring 2023:</p> <ul style="list-style-type: none"> • CRJU-160: Criminal Law (UT) 	<p>J.D. in Law – Southern University and A&M College</p> <p>B.A. in Political Science – University of New Orleans</p>	<p>Professional Experience:</p> <p>20 years practicing law in civil, criminal, financial, real estate, corporate, insurance, entertainment, and class action work</p> <p>Judge Ad Hoc -- Municipal Court of New Orleans</p> <p>City Attorney -- New Orleans Traffic and Municipal Court</p> <p>Professor of American History and</p>

			Civics -- Redeemer High School and Delgado Community College
3) Joel George (F)	<p>Fall 2022:</p> <ul style="list-style-type: none"> • CRJU-101: Introduction to Policing (UT) • CRJU-105: Introduction to Criminal Justice (UT) <p>Spring 2023:</p> <ul style="list-style-type: none"> • CRJU-101: Introduction to Policing (UT) • CRJU-105: Introduction to Criminal Justice (UT) • CRJU-162: The Judicial Process (UT) • CRJU-209: Criminology (UT) 	<p>M.A. in Criminal Justice -- Norwich University</p> <p>B.A. in Criminal Justice -- Southern University at New Orleans</p>	<p>Professional Experience:</p> <p>2010-Present Owner/President -- Proactive Security Service LLC</p> <p>2010-Present Director of Safety, Transportation, Risk Management -- Southern University at New Orleans</p> <p>2008-2010 Deputy Sheriff -- Jefferson Parish Sheriff's Office</p> <p>2009-2010 Adjunct Professor -- ITT Technical Institute</p> <p>2006-2009 Homeland Security Investigator -- Omniplex World Services Corporation</p> <p>2002-2005 Federal Agent, Criminal Investigator -- Office of Special Investigations, Department of Defense</p> <p>1996-2002 Police Officer/Detective -- New Orleans Police Department</p>
4) Etta Haywood (F)	<p>Fall 2022:</p> <ul style="list-style-type: none"> • CRJU-103: Introduction to Corrections (UT) • CRJU-162: The Judicial Process (UT) • CRJU-209: Criminology (UT) • CRJU-298: Criminal Justice Practicum (UT) <p>Spring 2023:</p> <ul style="list-style-type: none"> • CRJU-103: Introduction to Corrections (UT) • CRJU-105: Introduction to Criminal Justice (UT) • CRJU-204: Legal Rights of the Confined (UT) 	<p>M.A. in Criminal Justice -- Southern University at New Orleans</p> <p>M.S.W. in Social Work -- Southern University at New Orleans</p> <p>B.S. in Sociology -- Dillard University</p>	<p>Professional Experience:</p> <p>2006-2007 Program Coordinator - - South Carolina Employment Security Commission, Columbia, South Carolina</p> <p>2002-2004 Social Worker -- Kingsley House, New Orleans, LA</p> <p>2002-2005 Instructor -- Delgado Community College, New Orleans, LA</p> <p>2001 Community Liaison -- Southern University at New Orleans, New Orleans, LA</p>

	<ul style="list-style-type: none"> • CRJU-209: Criminology (UT) • CRJU-222: Drug Abuse (UT) • CRJU-270: Victimology (UT) • CRJU-298: Criminal Justice Practicum (UT) 		<p>2000-2002 Program Coordinator for Bridges to Self Sufficiency Transitional Housing -- Associated Catholic Charities, New Orleans, LA</p> <p>1992-2001 Hospital Social Worker -- Medical Center of Louisiana, New Orleans, LA</p> <p>1991-1992 Social Service Specialist -- Office of Community Services, New Orleans, LA</p> <p>1985-1992 Case Manager -- Associated Catholic Charities, New Orleans, LA</p>
<p>5) Daryl Hippensteel (F)</p>	<p>Fall 2022:</p> <ul style="list-style-type: none"> • CRJU-101: Introduction to Policing (UT) • CRJU-105: Introduction to Criminal Justice (UT) • CRJU-110: Introduction to Terrorism (UT) • CRJU-203: Evidence (UT) • CRJU-270: Victimology (UT) <p>Spring 2023:</p> <ul style="list-style-type: none"> • CRJU-103: Introduction to Corrections (UT) • CRJU-110: Introduction to Terrorism (UT) • CRJU-162: The Judicial Process (UT) • CRJU-203: Evidence (UT) • CRJU-246: Juvenile Justice System (UT) 	<p>Ph.D. in Educational Administration – University of New Orleans</p> <p>M.S. – Kansas State University</p> <p>B.A. in Corrections -- Washburn University</p> <p>Graduate coursework in Criminal Justice completed post-M.S. degree at Southern University at New Orleans:</p> <ul style="list-style-type: none"> • CRMJ 635 Class, Assessment of Offenders (3 graduate semester credit hours) • CRMJ 660 Applied Study (3 graduate semester credit hours) • CRMJ 500 Criminal Justice Systems (3 graduate semester credit hours) • CRMJ 520 Criminology (3 graduate semester credit hours) • CRMJ 540 Applied Statistics (3 graduate semester credit hours) 	<p>POST Certification</p>

		hours) <ul style="list-style-type: none"> • CRMJ 510 Qual Research Methods (3 graduate semester credit hours) 	
6) Artis Ulmer (P)	<p>Fall 2022:</p> <ul style="list-style-type: none"> • CRJU-160: Criminal Law (UT) <p>Spring 2023:</p> <ul style="list-style-type: none"> • CRJU-160: Criminal Law (UT) 	<p>J.D. – Southern University and A&M College</p> <p>B.A. in Political Science – Southern University and A&M College</p>	18 years practicing civil and criminal law



BOARD of REGENTS
STATE OF LOUISIANA

Request for Exception to AA Policy 2.04

Off-Cycle Addition of a Degree Program to Year 1 of Academic Plan

According to Board of Regents “AA Policy 2.04: Academic Planning and Degree Program Proposals” all planned degree programs must be listed in an institution’s Year 1 academic plan before the program proposal will be considered by Regents for final approval. This form is to request an exception to the policy and submit a degree program proposal (associate, nexus, bachelor’s, master’s, and doctoral degrees) that was not included on Year 1 of the most recent academic plan.

All off-cycle requests must undergo CAO review and Regents staff approval.

Institution Name: Delgado Community College		Designation (flagship, statewide, regional, HBCU, 2-year): 2-year		
College/School/Division: Liberal Arts, Social Sciences, and Education		Academic Department: Homeland Security and Emergency Management		
Degree Designation ^a : AA-Associate of Arts	Proposed Degree Name: Homeland Security and Emergency Management	CIP Code: 430301	Credit Hrs ^b : 60	Contact Hrs ^c : 900
Planned Implementation Semester/Term & Year: Spring 2024		Was this program listed in the most recent Three-year Academic Plan? [X] Yes [] No		

^a See AA Policy [2.11 Approved Academic Terms & Degree Designations](#)

^b If the program exceeds the standard 60 credits for associate or 120 credits for baccalaureate, you must provide justification and evidence of management board approval according to system policy.

^c If applicable.

1. Provide a brief description and reason for the development of the proposed program, identifying its purpose and primary objectives. Briefly describe the intended learning and employment outcomes, alignment with master plan goals, and resources needed to implement the program. (Max 350 words)

The program will prepare graduates for entry level positions in the field of homeland security and emergency management (HSEM), including security technologies, infrastructure protection, and disaster assistance within public safety organizations, governmental agencies, and the private sector. Several current faculty are skilled in areas of criminal justice, law enforcement, homeland security, emergency management and the social sciences. This degree will utilize a cross-discipline approach to address local and national needs regarding security and emergency management. Currently, there are job openings in various aspects of HSEM in the region, and LCTCS notes the profession with a star rating of 3-4, depending on the specific job designation.

The program aligns with the Master Plan by offering courses face-to-face, web-based, and hybrid to accommodate students' diverse learning styles and various responsibilities outside of the academic realm.

Delgado incorporates Open Education Resources through the use of videos, websites, and OER textbooks in many courses and adheres to the policy for accepting non-traditional credits toward degree. Students may transfer credit from Louisiana community colleges or universities as well from as out-of-state institutions. Delgado offers tuition waivers to eligible faculty and staff and their dependents as well as tuition reduction for senior citizens, dependents of military personnel, members of Louisiana National Guard, New Orleans police officers and firefighters.

Delgado is pursuing designation as a Center of Excellence for Homeland Security as well as transfer opportunities with 4-year universities who offer similar programs. Delgado will continue relationships with local law enforcement and community agencies, several of whom have provided support for this program, and who may provide additional faculty who are experts in the field of homeland security and emergency management. Although it is an option for students, there is no mandatory internship requirement for this program.

The program is open to all new, continuing, and transfer students with no barriers to entry. Although internship opportunities will be available, it is not mandatory so that students who must be regularly employed during their studies can continue to do so while also achieving their goal of degree attainment. Dual enrollment students may also participate in this program.

The College has adequate support resources to accommodate students and does not foresee any re-allocation of departmental funds. The program may require the addition of a faculty member.

2. If the planned program was NOT included on Year 1 of your most recent Academic Plan, please provide justification for why it was not included.

Although the planned program was included on Year 2 of the most recent Academic Plan, the College is ahead of schedule in curriculum development and would, therefore, like to move forward with serving students and the community by providing a degree that leads to employment as well as advanced educational opportunities.

3. Provide an explanation for the urgency of program approval. Why is it critical that the program be proposed and approved outside of the normal academic planning cycle? Include evidence.

The planned program was included on Year 2 of the most recent Academic Plan and is ahead of schedule regarding curriculum development. Due to an increase in natural disaster events in this region (major hurricanes, tornadoes, and flooding events) and throughout the nation (major tornadoes and flooding events) as well as an increase in domestic terror events (school and work-place violence), providing skilled employees in the areas of emergency management and homeland security meets a critical and life-saving need. Letters of support from law enforcement personnel accompany this proposal.

4. Provide evidence that the planned program will be ready to launch upon approval.

The College already has most faculty to teach the required courses and will be able to hire an additional faculty member, if needed, by the start of the spring 2024 semester. No additional resources regarding student services will be needed to support this program. The roster of qualified faculty is attached to this proposal.



Academic Degree Program Proposal Form

A.A. Policy 2.04: Academic Planning and Degree Program Proposals

A. Overview

Institution Name: Delgado Community College		Designation (flagship, statewide, regional, HBCU, 2-year): 2-year		
College/School/Division: Liberal Arts, Social Sciences, and Education		Academic Department: Homeland Security and Emergency Management		
Degree Designation ^a : AA-Associate of Arts	Proposed Degree Name: Homeland Security and Emergency Management	CIP Code: 430301	Credit Hrs ^b : 60	Contact Hrs ^c : 900
Planned Implementation Semester/Term & Year: Spring 2024		Was this program listed in the most recent Three-year Academic Plan? [X] Yes [] No		

^a See AA Policy [2.11 Approved Academic Terms & Degree Designations](#)

^b If the program exceeds the standard 60 credits for associate or 120 credits for baccalaureate, you must provide justification and evidence of management board approval according to system policy.

^c If applicable.

1. Provide a brief description and reason for the development of the proposed program, identifying its purpose.

Delgado Community College proposes a 60-credit hour Associate of Arts in Homeland Security and Emergency Management. The purpose of this program is to prepare graduates for entry level positions in the field, including emergency management, security technologies, infrastructure protection, and disaster assistance within public safety organizations, governmental agencies, and the private sector. This new program will be housed in the School of Liberal Arts, Social Sciences, and Education where faculty are skilled in areas of criminal justice, law enforcement, homeland security, emergency management and the social sciences. The degree in Homeland Security and Emergency Management will utilize a cross-discipline approach to address local and national needs regarding security and emergency management.

Currently, there are job openings available in various aspects of Homeland Security and Emergency Management in the Greater New Orleans area, and the Louisiana Community and Technical College System notes the profession with a star rating of 3-4, depending on the specific job designation.

The College has offered a degree program in Criminal Justice since 1976. The Criminal Justice program is a top ranked program, and it has a healthy enrollment. Students in the Criminal Justice program have expressed interest in pursuing academic opportunities in the field of Homeland Security and Emergency Management. In addition, the College has received support from several law enforcement experts in the greater New Orleans area expressing the need for persons skilled in homeland security and emergency management to serve the community in the face of continuing threats both natural and man-made. With the current increase in natural disasters, technological disasters, man-made disasters, terrorist threats, and critical infrastructure vulnerabilities in the United States, a Homeland Security and Emergency Management program will allow students to pursue their academic interests and career goals and to expand their career options.

2. Describe specialized accreditation requirements associated with the program if applicable (refer to Board of Regents [A.A. Policy 2.13: Program Accreditation](#)). If not required, describe whether the institution will seek any voluntary accreditation or certification for the program.

The program prepares students for employment and/or advancement in occupations or professions that require graduation from an accredited program or for students to be admitted to an advanced degree program. Delgado Community College is currently seeking recognition by the Louisiana Board of Regents as a Center of Excellence in Homeland Security as outlined in Academic Affairs Policy 2.05A. Given the College's strong performance record in the related field of Criminal Justice as well as the geographic vulnerabilities and strategic location of New Orleans and its surrounding areas within the United States, acquiring a Center of Excellence designation will further contribute to the knowledge, partnership opportunities, and economic development in the form of additional job opportunities in the areas of criminal justice, homeland security, and emergency management for the greater New Orleans community and beyond.

3. Specify **SACSCOC** or other accreditation organization requirements. Mark all that apply.
- Substantive change requiring notification only
 - Substantive change requiring approval prior to implementation
 - Level Change
 - None
4. Has the program been designed to align with any Board of Regents or other statewide initiatives? Check all that apply.
- MJ Foster Promise Program
 - Cyber-security Initiatives
 - Louisiana Transfer Pathways
 - Other: _____
5. If this proposal is for a Master's or Doctoral program, provide a list below (name, institution, email address, brief summary of qualifications) for at least three external review candidates. Reviewers should be active or retired full time faculty member from an accredited institution; have experience developing and/or administering a program like the proposed program; and should not have direct affiliation with a Louisiana institution.

NA

B. The Master Plan and Institutional Role, Scope, and Mission

6. How does the program align with your institutional role, scope, and mission? If the program does not align, provide a compelling rationale for the institution to offer the program.

Delgado's Mission:

Delgado Community College is a diverse, dynamic, open-admissions community college providing high-quality education through innovation and excellence in teaching and learning. The College offers a variety of academic and workforce programs through the Associate degree and is committed to nurturing and sustaining an inclusive culture to support student success.

The offering of an AA in Homeland Security and Emergency Management aligns with Delgado Community College's mission of providing students with the academic credentials and workforce opportunities to succeed in the Homeland Security and Emergency Management field.

The AA in Homeland Security and Emergency Management will provide students with a multidisciplinary approach to the field, taught by real-world experts, which will enable graduates to contribute to their diverse communities through service as well as employment with governmental agencies and the private sector.

7. How does the program align with your institution's strategic plan and academic program portfolio?

Delgado's strategic plan has three strategic themes: Student Success, Community Engagement, and Organizational Effectiveness. By adding this program to Delgado Community College's program offerings, we will be supporting two strategic themes: Student Success and Community Engagement.

The AA in Homeland Security and Emergency Management will offer students access to a high-demand degree program that will result in gainful employment and service to the community. The program requires a total of 60 credit hours, 45 of these credit hours are program specific towards Homeland Security and Emergency Management topics, with the remaining 15 credit hours obtained with general academic courses.

This curriculum will increase engagement across and within departments, including criminal justice, computer information, political science, and sociology, as well as the various general education disciplines, resulting in the goal of providing students with the necessary critical thinking skills to succeed. As a result of this program, we will improve the financial stability of the College and the community by providing qualified students for employment in the New Orleans area and beyond. The program aligns with the strategic plan by investing in academic success of the student as specified above as well as community engagement by fulfilling the basic needs of safety and security.

8. How does the program align with the priorities outlined in the Board of Regents Master Plan for Higher Education? Provide brief descriptions for each. Additional details will be required later in the proposal.

- Accessibility (mode of delivery, alternate course scheduling)

The modes of delivery for the program will be a blend of face-to-face, web based (online), and hybrid.

- Affordability (use of OER, transfer agreements, prior learning assessment, employer funded)

Delgado incorporates Open Education Resources through the use of videos, websites, and OER textbooks in many courses. Delgado adheres to the policy for accepting non-traditional credits toward degree according to the Prior Learning Assessment criteria as outlined in the Louisiana Board of Regents PLA policy (Academic Affairs policy 2.23.) Students may apply prior learning credit where applicable. Students may also transfer credit from other Louisiana community colleges or universities according to the Louisiana Board of Regents Articulation Matrix as well as out-of-state colleges and universities. Delgado also offers tuition waivers to eligible faculty and staff and their dependents as well as tuition reduction for senior citizens, dependents of military personnel, members of Louisiana National Guard, New Orleans police officers and firefighters.

- Partnerships (with industry, community-based organizations, other institutions)

Delgado is currently pursuing designation as a Center of Excellence for Homeland Security as well as transfer opportunities with 4-year universities who offer similar programs. Delgado will also initiate relationships with local law enforcement and community agencies who may provide additional faculty who are experts in the field of homeland security and emergency management.

- Work-based learning (paid or experiential internships, apprenticeships, etc.)

Although it is an option for students who may be able to adhere to an internship schedule, there is no mandatory internship or apprenticeship requirement for this program.

- Other program attributes that contribute to closing the achievement gap with underserved populations including low income, minority, and adult learner.

The program is open to all new, continuing, and transfer students with no barriers to entry. Although internship opportunities will be available for students in the program, it is not mandatory so that students who must be regularly employed during their academic career can continue to do so while also achieving their goal of degree attainment. Dual enrollment students may also participate in this program.

C. Need

9. How does the program align with relevant local, regional, and/or state workforce strategies and future societal educational needs?

The United States currently has a shortage of individuals working in the Homeland Security and Emergency management fields, and there is an increased need in the greater New Orleans area due to its strategic geographic location and its susceptibility to natural disasters as well as the unfortunate and increasing occurrence of domestic terrorist events. Offering the AA degree will allow potential students the opportunity to pursue and attain a college degree, both to accompany their field training as well as to address student interest and community need. In addition, the degree will allow students to pursue an advanced degree in their desired field in Homeland Security and/or Emergency Management, which will result in even greater expertise and employment opportunities.

10. Summarize faculty engagement with alumni, community representatives, employers, Regional Economic Development Organizations (REDO) or other external stakeholders, and explain how those conversations shaped the design and curriculum of this proposed degree.

Delgado's Criminal Justice faculty reviewed what is currently offered by other community colleges and universities in Louisiana. The faculty discovered that no other community college has a Homeland Security and Emergency Management program, although one college offers a course in Homeland Security.

The Advisory Board and potential employers in both governmental agencies and the private sector expressed interest in hiring students who have educational training in the areas of homeland security and emergency management to be provided by the college. The Delgado Chief of Campus Police is an advocate of a Homeland Security and Emergency Management program, and he has written a letter of support and provided guidance in the planning of the program. The chief has numerous contacts in Homeland Security and Emergency Management throughout the New Orleans area, several of whom have also provided support for the program.

11. What is the program's service area (local, regional, state, national)? If outside of the institution's traditional service area, provide a rationale.

The program service area is the greater New Orleans area, and includes the parishes of Jefferson, Orleans, St. Bernard, Plaquemines, St. Tammany, St. Charles, St. John the Baptist. Employers from these areas have expressed interest in hiring graduates from the program.

12. Provide evidence of demand for the program in this service area (e.g. prospective student interest survey data, community needs, letters of support from community groups or employees).

With the current increase in natural disasters, technological disasters, terrorist threats, and critical infrastructure vulnerabilities in the United States, a Homeland Security and Emergency Management program will allow students to pursue their academic interests and career goals and expand their career options. Letters of support are attached.

13. What is the employment outlook for occupations related to the program?

You may find this information using the following information sources among others:

- a. EMSI’s Program Overview Report (check with your Office of Academic Affairs for access)
- b. [Louisiana Workforce Commission](#)
- c. [US Department of Labor Projections Managing Partnership](#)
- d. [The NCES CIP to SOC crosswalk](#).

If data for the program’s service area is not available, then use state- or national-level data and indicate below.

[] Service Area Data [X] State Data [] National Data

Related Occupation	LWC Star Rating	Current Employment [2020]	Projected Employment [2030]	# Change	% Change	Average Annual Openings	Average Salary
Detectives and Criminal Investigators	3	1,644	1,723	79	4.8	129	\$53,192
Emergency Management Directors	4	89	94	5	5.6	7	\$74,780
First Line Supervisors of Police and Detectives	3	2,258	2,443	185	8.2	166	\$62,324
Police and Sheriff’s Patrol Officers	3	11,349	12,347	998	8.8	998	\$42,344
First Line Supervisors of Fire Fighting and Prevention Workers	3	1,707	1,860	153	9	129	\$55,454
Security Guards	3	15,891	17,787	1896	11.9	2386	\$32,077

14. List other institutions within the service area that offer the same or similar programs and include the number of graduates from within the last year. This information is available through IPEDS, EMSI's Program Overview Report and BOR Searchable CRIN.

Institution	Program (degree and title)	No. Graduates in past year
Tulane University	Bachelor's Degree Homeland Security	17
Tulane University	Master's Degree Homeland Security	38
Northwestern State University	Master's Degree Homeland Security	19

15. Based on the data provided in questions 13 and 14, discuss how this program will help address a need or gap in the labor market, or provide education to further the public good.

The data confirm that high wage, high demand jobs are available for students who select this program of study. By adding the program at Delgado, we will be able to serve the greater New Orleans area as well as the state of Louisiana and beyond.

The AA degree will allow students to obtain entry-level jobs in the various opportunities available in Homeland Security and Emergency Management, gain experience in the field, and advance into management careers within their field. Through articulation agreements, students will be able to continue their professional development and obtain their bachelor's degree and even master's degree.

16. What impact will the proposed program have on similar or related programs at your institution?

There is no negative impact on existing programs at Delgado Community College. The approval of the Associate of Arts in Homeland Security and Emergency Management will prepare our students, both currently enrolled and prospective students, to enter the workforce in the Homeland Security and Emergency Management field and/or transfer courses to earn a bachelor's degree.

17. Using data from the US Department of Labor O*-Net and/or EMSI's Program Overview Report identify at least three technical skills and three Knowledge, Skills, and Abilities (KSAs) as identified in O*-Net/EMSI associated with the related occupations.

Occupation	Occupation-specific skills & KSAs
Detectives and Criminal Investigators	Data base user interface and query software, electronic mail software, presentation software Active listening, critical thinking, complex problem solving
Emergency Management Directors	Data base user interface and query software, electronic mail software, presentation software Complex problem solving, service orientation, law and government, communications
First-Line Supervisors of Police and Detectives	Data base user interface and query software, Office suite software, presentation software Active listening, coordination, critical thinking
Police and Sheriff's Patrol Officers	Data base user interface and query software, electronic mail software, presentation software Active listening, social perceptiveness, active learning
First Line Supervisors of Fire Fighting and Prevention Workers	Data base user interface and query software, presentation software, spreadsheet software Active listening, critical thinking, social perceptiveness
Security Guards	Electronic mails software, Office suite software, transaction security and virus protection software Active listening, coordination, public safety and security

D. Curriculum

18. List at least three programmatic student learning outcomes (what students will know and be able to do). Describe how and when outcomes will be assessed.

1. Describe the role, structure, and functions of various governmental agencies responsible for homeland security and emergency management at the local, state, federal, and international levels
2. Compare the various homeland security threats, including terrorism, man-made, technological, and natural disasters
3. Explain the interactions of the various agencies at the local, state, and federal levels and how they integrate their resources related to homeland security and emergency management
4. Explain core principles of homeland security and emergency management as they apply to the roles of citizens, governmental agencies, and the private sector
5. Apply appropriate policies and procedures of homeland security and emergency management to real world situations and threats
6. Identify appropriate responses to ethical issues encountered in the homeland security and emergency management professions
7. Identify homeland security and emergency management career options and their required qualifications

Program Outcome Assessment

A variety of learning-centered assessment activities will be used to measure and evaluate student performance. These will include, but are not limited to, class presentations, reflective portfolio assignments, papers, tests, quizzes, homework assignments, in-class activities, peer evaluation, problem-solving activities, and collaborative projects.

The College employs routine program reviews to assess such strategic items as adherence to mission, enrollment goals and opportunities, program completion, curriculum, labor market outcome, faculty professional development, and student support services

19. The National Association of Colleges and Employers (NACE) provides the [list of career ready competencies](#) included in the table below. How do the student learning outcomes for the proposed program align with these career competencies? You may also list your institution’s alternate career-based competencies if applicable.

Career Ready Competencies (NACE)	Student Learning Outcomes
Critical Thinking/Problem Solving	Compare the various homeland security threats, including terrorism, man-made, technological, and natural disasters
Oral/Written Communications	Describe the role, structure, and functions of various government agencies responsible for homeland security and emergency management at the local, state, federal, and international levels
Teamwork/ Collaboration	Explain the interactions of the various agencies at the local, state, and federal levels and how they integrate their resources related to homeland security and emergency management
Digital Technology	All student learning outcomes include proficiency in one or more of the various forms of digital technology including, electronic mail, presentation software, spreadsheet software, Office suite, and data base query software
Leadership	Apply appropriate policies and procedures of homeland security and emergency management to real world situations and threats
Professionalism/ Work Ethic	Identify appropriate responses to ethical issues encountered in the homeland security and emergency management professions
Career Management	Identify homeland security and emergency management career options and their related qualifications
Equity and Global/Intercultural Fluency	Apply appropriate policies and procedures of homeland security and emergency management to real world situations and threats Explain core principles of homeland security and emergency management as they apply to the roles of citizens, governmental agencies, and the private sector
Other (list others)	

20. List the specific technical skills and KSAs identified in question 17 and show how they relate to the program’s student learning outcomes. Insert additional rows as needed.

Technical Skills and KSAs	Student Learning Outcome (s)
Data base user interface and query software	<p>Describe the role, structure, and functions of various government agencies responsible for homeland security and emergency management at the local, state, federal, and international levels</p> <p>Apply appropriate policies and procedures of homeland security and emergency management to real world situations and threats</p> <p>Identify homeland security and emergency management career options and their related qualifications</p>
Electronic mail software	All student learning outcomes
Presentation software	All student learning outcomes
Office suite software	All student learning outcomes
Spreadsheet software	<p>Compare the various homeland security threats, including terrorism, man-made, technological, and natural disasters</p> <p>Describe the role, structure, and functions of various government agencies responsible for homeland security and emergency management at the local, state, federal, and international levels</p>
Transaction security and virus protection software	All student learning outcomes
Active listening	<p>Describe the role, structure, and functions of various government agencies responsible for homeland security and emergency management at the local, state, federal, and international levels</p> <p>Compare the various homeland security threats, including terrorism, man-made, technological, and natural disasters</p> <p>Explain the interactions of the various agencies at the local, state, and federal levels and how they integrate their resources related to homeland security and emergency management</p> <p>Explain core principles of homeland security and emergency management as they apply to the roles of citizens, governmental agencies, and the private sector</p>
Critical thinking	All student learning outcomes
Complex problem solving	All student learning outcomes
Service orientation	Describe the role, structure, and functions of various government agencies responsible for homeland security and

	<p>emergency management at the local, state, federal, and international levels</p> <p>Explain the interactions of the various agencies at the local, state, and federal levels and how they integrate their resources related to homeland security and emergency management</p> <p>Explain core principles of homeland security and emergency management as they apply to the roles of citizens, governmental agencies, and the private sector</p> <p>Apply appropriate policies and procedures of homeland security and emergency management to real world situations and threats</p> <p>Identify homeland security and emergency management career options and their related qualifications</p>
<p>Law and government</p>	<p>Describe the role, structure, and functions of various government agencies responsible for homeland security and emergency management at the local, state, federal, and international levels</p> <p>Explain the interactions of the various agencies at the local, state, and federal levels and how they integrate their resources related to homeland security and emergency management</p> <p>Explain core principles of homeland security and emergency management as they apply to the roles of citizens, governmental agencies, and the private sector</p>
<p>Communications</p>	<p>All student learning outcomes</p>
<p>Coordination</p>	<p>Describe the role, structure, and functions of various government agencies responsible for homeland security and emergency management at the local, state, federal, and international levels</p> <p>Compare the various homeland security threats, including terrorism, man-made, technological, and natural disasters</p> <p>Explain the interactions of the various agencies at the local, state, and federal levels and how they integrate their resources related to homeland security and emergency management</p> <p>Explain core principles of homeland security and emergency management as they apply to the roles of citizens, governmental agencies, and the private sector</p>

	<p>Apply appropriate policies and procedures of homeland security and emergency management to real world situations and threats</p> <p>Identify homeland security and emergency management career options and their related qualifications</p>
Social perceptiveness	<p>Describe the role, structure, and functions of various government agencies responsible for homeland security and emergency management at the local, state, federal, and international levels</p> <p>Compare the various homeland security threats, including terrorism, man-made, technological, and natural disasters</p> <p>Explain the interactions of the various agencies at the local, state, and federal levels and how they integrate their resources related to homeland security and emergency management</p> <p>Explain core principles of homeland security and emergency management as they apply to the roles of citizens, governmental agencies, and the private sector</p> <p>Apply appropriate policies and procedures of homeland security and emergency management to real world situations and threats</p>
Active learning	All student learning outcomes
Public safety and security	All student learning outcomes

21. The American Association of Colleges & Universities identifies a list of high impact educational teaching and learning practices (HIPs) listed below (see <https://www.aacu.org/trending-topics/high-impact>). Briefly describe how the program will utilize those HIPs that are applicable, including whether it is optional or required.

AACU HIPs	
First Year Experience	<p>The mission for First Year Experience at Delgado Community College is to foster social relationships among our first-time freshmen, ensure that FTF identify their education and career goals, help our students build social capital to better navigate campus bureaucracies, and access material supports and connections to services that promote student persistence.</p> <p>The Center for First Year Experience accomplishes this mission by providing the following services:</p> <ul style="list-style-type: none"> • First-time freshmen Purpose First On-boarding including Career Exploration, Orientation, and Start Right Events • Navigate First time freshmen through their first year (advising and connecting students with supports needed to succeed) • Offer events and workshop series that supports the current CCSS course • Sponsor and support Divisional Career Fairs • Career Services
Undergraduate Research	Optional
Common Intellectual Experiences	<p>The proposed degree program in Homeland Security and Emergency Management includes several common courses within the major as well as general education courses to encourage a breadth and depth of knowledge for students. The Homeland Security and Emergency Management program exposes students to such themes as technology, sociology, political science, and psychology, as viewed through a Homeland Security and Emergency Management lens.</p>
Diversity/Global Learning	<p>The program includes courses in political science, sociology, psychology, criminal justice, and homeland security and emergency management that focus on US diversity as well as world cultures.</p>
Learning Communities	N/A
ePortfolios	N/A
Writing Intensive Courses	<p>Optional--The student submits written reports of their internship and/or field experience. This usually includes reports that are reviewed by the faculty for accuracy and includes information for the entry level positions expected by employers upon completion of the program.</p>
Service-Learning, Community-based Learning	N/A
Collaborative Assignments & Projects	N/A
Internships	Optional
Capstone Courses and Projects	N/A

22. Attach a map of the curriculum by semester for a full-time student enrolled in at least 15 units per semester. This may be structured like a program of study in the general catalog or on a curriculum guide.
- Include course prefixes, numbers, titles, and credit hour requirements. Identify courses that meet general education requirements.
 - Include alternate tracks and requirements by concentration if applicable. Identify courses that are applicable to the alternative tracks.
 - List all major course requirements. Indicate the word “new” beside new courses.
 - Indicate work-based learning experiences (such as internships, clinicals etc.) if applicable.
 - Provide a summary of how the curriculum meets the learning outcome goals described in questions 18-21.

The curriculum meets the learning outcomes through an interdisciplinary approach combining the subject matter found in general education courses as well as major specific courses in the areas of homeland security and emergency management, criminal justice, sociology, psychology, and computer information.

Homeland Security and Emergency Management courses offered in this program provide training and hands-on experience designed to prepare students for career opportunities in the public and private sector related to Homeland Security and Emergency Management. Instruction focuses on national security policy, government relations, intelligence, law enforcement, security technology, homeland security planning and operations, disaster planning, and application to specific threat scenarios.

Social and Behavioral Science courses explore topics that help individuals and communities build resilience and cope with disasters, terrorism, and other possible threats. They provide a broad foundation that can be applied to work in a variety of settings and are transferable to 4-year and graduate programs. Topics of diversity, ethics, and world cultures are interwoven throughout the coursework required for the program.

Computer Information courses provide an essential component to data security by informing students of the threats to information systems and the methods used to combat them.

23. Check all proposed program modes of delivery that apply:

- On campus (<50% online)
- Hybrid (51-99% online)
- 100% online

24. Describe how students will have the opportunity to receive credit for prior learning in the program’s curriculum. (see [Board of Regents Policy AA 2.23](#))

The program will adhere to the college’s policy on transfer credits and prior learning through the AP program, Credit by Examination, Life Experience Assessment Program (LEAP), military credits, and non-traditional credit from other institutions.

25. Describe how [Open Education Resources \(OER\)](#) have been incorporated into the program’s instructional materials. Identify other measures the institution will take to ensure course material affordability.

Faculty and staff review OER material that applies to the subject area, and instructors have the option of providing OER material to their students. Various publishers offer tool kits at no cost to the college.

26. What, if any, special preparation will students need for admission to the program? This may include pre-requisite courses or degrees, program-specific selective admission criteria or eligibility, or work experience

Students do not need any special preparation for admission to the program.

27. Identify the partners you are working with to create an educational and career pipeline for this program. Mark all that apply.

High school CTAE

Employers

High school STEM

Community organizations

Career academies

Professional associations

2-year college

Other Programs at your Institution

4-year college/university

Other Partner

List specific partners for each category checked above.

We will continue to work with Tulane University regarding articulation programs while also exploring opportunities with the New Orleans Police Department and additional police and sheriff departments in the region; Federal Bureau of Investigation, Department of Homeland Security, as well as the College's departments of criminal justice, sociology, psychology, political science, and computer information.

28. Describe how the education pipeline for the program will function. Include any stackable or transferrable credentialing that is involved.

The program is a 60-credit hour Associate of Arts in Homeland Security, which may be completed in two years or less if the student has transferable college credit or prior learning. The department plans to pursue additional articulation agreements with universities that offer a bachelor's degree program in Homeland Security and Emergency Management.

29. Describe how the institution will support graduates in meeting career goals such as securing employment, further education, and industry certification.

Homeland Security and Emergency Management faculty will have experience in either governmental or private sectors and will be a resource for students regarding employment opportunities. Students will have the option of enrolling in an internship class that will provide access to homeland security and emergency management employment opportunities after graduation. The department will also continue partnerships with 4-year universities. Delgado offers "transfer" days and events where students can meet with universities about furthering their education beyond the associate's degree. In addition to providing career services resources through the First Year Experience, Delgado also provides career resources throughout students' enrollment and after graduation. Delgado's Career Services unit supports students by providing career interest assessments through Focus 2 Career, resume critiques, interview preparation (including mock interviews) and job search strategies. Delgado uses Handshake to provide students with a database of full-time and part-time employment opportunities. Delgado also sponsors job fairs and workshops.

30. Describe how the success of program graduates will be tracked and assessed? Success may include employment, enrollment in another degree program, or certification/licensure passage.

Success of graduates will be tracked through the annual report from Louisiana Workforce Commission (via LCTCS) showing employment status (confirmed payroll wages earned in Louisiana) of graduates 4-6 calendar quarters after graduation, and the industry sector of their most recent employment. Students also have the opportunity to self-report their job placement when they graduate. Delgado's overall employment rate for graduates for 2020-2021 was 76.2%. The employment rate for graduates of the related Criminal Justice program for 2020-2021 was 81.3%.

31. Students

32. Describe the institution's process for determining prospective and current student interest in the program. This may include enrollment in existing courses, minors, or concentrations, student surveys, admissions inquiries.

The program will be marketed to students through recruitment efforts at high schools, through the Dual Enrollment program, and at on-campus events for local high school students and transfer students. The program will also advertise at community events and pursue partnerships with governmental agencies and the private sector. Delgado uses its website, social media outlet, RTA public transportation, and billboards to promote programs to prospective students.

Students in the existing criminal justice program have expressed an interest in a Homeland Security and Emergency Management program. Further, the criminal justice program has a robust enrollment and an impressive employment rate of 81.3% for our graduates, which we anticipate will also apply to the Homeland Security and Emergency Management program.

33. Provide current institutional and department/college overall retention and graduation rates.

The college-wide retention rate from Fall 2021 to Fall 2022 is 52.4%. The retention rate for the School of Liberal Arts, Social Sciences and Education (formerly Arts and Humanities) is 58.3%. The college-wide graduation rate is 17%. The graduation rate for the School of Liberal Arts, Social Sciences, and Education (formerly Arts and Humanities) is 18%.

34. Provide an enrollment projection for the next four academic years.

	Year 1	Year 2	Year 3	Year 4
Academic Year (Summer, Fall, Spring)	2023-24	2024-25	2025-26	2026-27
Base enrollment*		30	51	64
Lost to Attrition (should be negative)	0	-12	-17	-21
New to the institution	20	25	30	30
Shifted from existing programs within your institution	10	10	5	5
Total Enrollment	30	53	69	78
Graduates	0	2	5	8
Carry forward base enrollment for next year	30	51	64	70

*Total enrollment becomes the base enrollment for the following year

35. If projected retention and graduation rates are significantly different than for the institution overall, please explain.

NA

36. Discuss the marketing and recruitment plan for the program. Include how the program will be marketed to adult learners and underrepresented and special populations of students.

The department will meet with Delgado recruiters to inform them of the program and to develop a recruitment plan. Any updates to the program will be shared with recruitment staff. When possible, a department representative will accompany recruiters to recruitment events. The department representative will work with the veterans' affairs coordinator and dual enrollment coordinator to ensure that information about the program is shared with these student populations. The department will collaborate with the appropriate Communications staff regarding advertising opportunities, including social media posts and public relations announcements. The department will ensure that classes are offered at times and via delivery methods that are attractive to adult learners. The department will strengthen relationships with governmental agencies and private employers to inform their employees without degrees about the program. The department will consider serving on any boards affiliated with homeland security and emergency management.

37. RESOURCES

F1. Finance

38. Attach the completed Regents budget template

39. How has student affordability been considered in the design of the program? Are there any additional financial costs that students will have to take on as part of this program? (e.g. special fees, software licenses, equipment, travel, etc.) If so, what strategies have you adopted to offset the cost burden?

The program has no additional costs to students who enroll in the program.

40. How will the institution cover increased indirect costs associated with the proposed program? Consider costs such as student advising, student support services, tutoring, career services, additional library materials, and replacing or upgrading technology or other infrastructure.

The college currently has adequate support resources to accommodate students in this new degree program.

41. If existing funds are being reallocated, describe the impact on existing programs and the plan to mitigate these impacts.

NA

F2. Instruction and Student Support

42. Faculty

- a. Describe the needs for new/additional faculty for the program including program leadership? Identify any anticipated challenges in hiring adequate faculty, for the program.

The program will need one new faculty member for the program, who will serve as the coordinator of the program. Budget constraints may pose a challenge to hiring a new faculty member.

- b. How will current faculty be re-directed to this program from existing programs?

Current faculty and adjuncts from Criminal Justice, Computer Information, and sociology will be needed for this program. In addition, current faculty and adjuncts will teach general education courses.

- c. Attach your SACSCOC Faculty Roster for the proposed program. (Please indicate anticipated positions that will need to be filled in the future)

43. Describe additional staff needed for this program (e.g. advising, professional development, program administration, academic coaching, etc.).

The program will require professional development for faculty.

F3. Facilities

44. Where will the program be offered? Mark all that apply.

Main Campus Satellite campus (West Bank Campus) Other (specify here) 100% Online

45. What types of facilities are needed for the program? Fill out the chart below as applicable. Add lines under “other” as needed.

Space	New Space	Use Existing Space (as is)	Use Existing Space (Renovated)	Sem/Yr. of Occupancy
Dry Labs (STEM related)		N/A		
Wet Labs (STEM related)		N/A		
Dedicated Offices		X		
Fine Arts Spaces		N/A		
Classrooms		X		
Meeting Rooms		X		
Student Study Space		X		
Shared Space with other campus units		X		
Other (Specify)				

46. Describe needs and costs for new or renovated facilities required for the program. Capital Costs for Needed Facilities and Space.

Facility/Space Name	Gross Square Footage	Start Up Costs	Ongoing Costs	Est. Occupancy Date	Funding Source
New Construction					
NA					
Renovations and Infrastructure*					
NA					
Purchases: Land, Buildings etc.					
NA					
Lease space					
NA					
TOTAL Cost		\$0	\$0		

*Include the name of the building or location being impacted and what will need to be done.

Infrastructure includes new systems such as: mechanical/electrical/plumbing, site utilizes, parking/drainage, IT networks, resiliency infrastructure, etc.

47. Discuss the impact of construction or renovation on existing campus activities and how disruptions will be mitigated. Explain how existing programs benefit from new facilities and/or space(s) and changes to existing space.

NA

48. Will any existing programs be negatively impacted (e.g. lose classroom or office space) by proposed facility changes? If so, discuss how the impacts of these changes will be mitigated.

There will be no negative impacts to any existing programs as a result of implementing a degree program in Homeland Security and Emergency Management.

49. Are there facility needs related to accreditation? Are there any accreditation standards or guidelines that will impact facilities/space needs now or in the future? If so, please describe the projected impact.

NA

F4. Technology and Equipment

50. Identify any major equipment or technology integral to program implementation and sustainability. List equipment or assets over \$5,000 (cumulative per asset) needed to start-up and run the program.

Technology and Equipment	Start-up Costs	On-going Costs	Est. Start Date of Operations/Use
The program will use the equipment and technology that we have in the department and throughout the College.			
Total Technology and Equipment Costs	0	0	

51. RISKS AND ASSUMPTIONS

52. In the table below, list any risks to the program’s implementation over the next four years. For each risk, identify the impact (low, medium, high), probability of occurrence (low, medium, high), and the institution’s mitigation strategy for each risk. Insert additional rows as needed. (e.g. Are faculty available for the cost and time frame).

Risk	Impact	Probability	Risk Mitigation Strategy
The division does not anticipate any risks to the program’s implementation.			

SUMMARY OF ESTIMATED ADDITIONAL COSTS/INCOME FOR PROPOSED PROGRAM

Institution: Delgado Community College

Date: 04/20/2023

Degree Program, Unit: Associate of Arts Homeland Security and Emergency Management

FTE = Full Time Equivalent (use the institution's standard definition and provide that definition).

EXPENDITURES								
INDICATE ACADEMIC YEAR:	FIRST		SECOND		THIRD		FOURTH	
	AMOUNT	FTE	Amount	FTE	AMOUNT	FTE	AMOUNT	FTE
Faculty	\$ 65,000	1	\$ 65,000	1	\$ 65,000	1	\$ 65,000	1
Graduate Assistants								
Support Personnel								
Fellowships and Scholarships								
SUB-TOTAL	\$ 65,000		\$ 65,000		\$ 65,000		\$ 65,000	
	AMOUNT		AMOUNT		AMOUNT		AMOUNT	
Facilities	\$		\$		\$		\$	
Equipment								
Travel								
Supplies								
Other (specify)								
SUB-TOTAL	\$		\$		\$		\$	
TOTAL EXPENSES	\$ 65,000		\$ 65,000		\$ 65,000		\$ 65,000	
REVENUES								
Revenue Anticipated From:	AMOUNT		AMOUNT		AMOUNT		AMOUNT	
*State Appropriations	\$		\$		\$		\$	
*Federal Grants/Contracts								
*State Grants/Contracts								
*Private Grants/Contracts								
Expected Enrollment	30		53		69		78	
Tuition \$1667.52/semester	100,051.20		176,757.12		230,117.76		260,133.12	
Fees \$372/semester	22,320.00		39,432.00		51,336.00		58,032.00	
*Other (specify)								
TOTAL REVENUES	\$ 122,371.20		\$ 216,189.12		\$ 281,453.76		\$ 318,165.12	

* Describe/explain expected sources of funds in proposal text.



March 28, 2023

Interim Dean Jennifer Bennett
Arts and Humanities
Delgado Community College
615 City Park Avenue
New Orleans, LA 70119

Re: Support for Homeland Security Emergency Management Degree and Certification Program

Dear Interim Dean Bennett,

It is my pleasure to share this recommendation letter and express support for the application for the Homeland Security Emergency Management Degree Program at Delgado Community College.

As a career law enforcement officer and executive, I can attest to the multitude of benefits and opportunities this program will offer to those seeking careers in emergency management, law enforcement, information security, infrastructure protection, intelligence analysis, and many other related fields of employment. Recent incidents have shown that emergency management, response, and coordination are needed more than ever to address the challenges impacting our communities, from severe weather events to man-made attacks. The need to have sound practitioners, as well as the necessary plans to respond and recover from emergencies, are key ingredients to saving lives.

My experiences as the Chief of Police for several colleges and universities over the years have exposed me to more emergency-related situations than I care to remember. The most severe of these events were back-to-back-to-back hurricanes impacting the state of Florida and two campuses under my scope of responsibility and the Active Shooter Event we experienced in 2014. These events tested the emergency preparedness and response of not only the police department and emergency management team but the entire campus community, as well as local law enforcement partners. I have first-hand knowledge of the mind-blowing destruction severe weather can cause and the human impact of an active shooter event. The success of managing and surviving these events resulted from having a solid foundation in emergency management and a competent and experienced leader in the position.

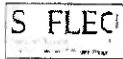
The program at Delgado Community College will attract some of the best and brightest in the field who have a passion for the work because of personal experience with disasters or because they understand the need for this vital skill set within our communities.

As the past president of the International Association of Campus Law Enforcement Administrators (IACLEA), I am very familiar with Delgado Community College as one of the best Community Colleges in the United States. Please feel free to contact me if you have any questions or if I may further assist Delgado Community College or the Emergency Management Program.

Sincerely,



National Certified Instructor with IADLEST (INCI)



Chief David L. Perry (Ret.)
Senior Research Associate
Institute for Intergovernmental Research (IIR)
Bureau of Justice Assistance
Phone: 850.385.0600 • Mobile: 850-443-5496
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www.valorforblue.org

HENRY L. WHITEHORN SR.

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March 29, 2023

Ms. Jennifer Bennett
Interim Dean of Arts & Humanities
Delgado Community College
615 City Park Avenue
New Orleans, LA 70119

RE: Support of Homeland Security Emergency Management Degree and Certification Program

Dear Ms. Bennett:

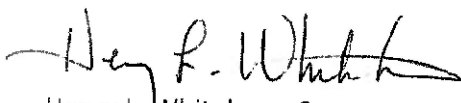
I am a veteran law enforcement executive with 40 years of proven leadership experience at the federal, state, and local levels. My executive leadership experience includes, service as the Chief Administrative Officer (CAO) for the City of Shreveport, United States Marshal for the Western District of Louisiana, Superintendent of Louisiana State Police and Deputy Secretary of Public Safety Services and Chief of Police for the Shreveport Police Department.

I am writing in support of Delgado Community College's application for the Homeland Security Emergency Management Degree Program. During times of uncertainty with regard to weather, political turmoil, activism, terrorism and man-made disaster events, it is mandatory that communities have first-responder personnel that are educated, well-informed, and equipped to respond to, manage and over-come the active emergency.

Delgado Community College offering the Homeland Security Emergency Management Degree is a drawing point for those looking to start careers in emergency management. The college offering this program also provides an opportunity for those that are currently working in law-enforcement, emergency management or firefighting to obtain a degree or certification that will enhance their professionalism and afford them the ability to provide their respective communities an added sense of security and direction during any period of destruction and devastation.

I am highly in favor of the implementation of this degree program under the tutelage of Delgado Community College and believe that businesses city/state governments and communities as a whole will greatly benefit from the training and education that students will acquire from the Homeland Security Emergency Management Degree Program.

Sincerely,



Henry L. Whitehorn, Sr.
United States Marshal - Retired
Western District of Louisiana



LOUISIANA STATE UNIVERSITY
Office Public Safety & Emergency Preparedness

From: Michael M. Antoine *MPS, LEM-P*, Director, Public Safety & Emergency Preparedness
Louisiana State University (LSU)

Re: Letter of Support, Homeland Security & Emergency Management Degree Program at
Delgado Community College.

To whom it may concern,

I am humbly pleased to submit this letter of support and advocacy for a Homeland Security & Emergency Management Degree Program at Delgado Community College. I have over 20 years' experience in public safety, homeland security, and emergency management and currently serve as the Director of Public Safety and Emergency Preparedness at Louisiana State University (LSU). Prior to LSU, I served as Director of Public Safety & Emergency Preparedness at Tulane Health System. Appointed as Chief of Staff, Public Safety, Homeland Security & Emergency Preparedness, City of New Orleans (Mayor Cantrell); Appointed as Deputy Director Homeland Security/Emergency Preparedness, City of New Orleans (Mayor Landrieu); and served in numerous positions with the New Orleans Fire Department to include, Fire Captain, Training Officer, Compliance Officer, Lead Incident Management Team, and Deputy Chief of Planning and Preparedness. I also currently serve as a Senior Board Advisor at the Institute for Diversity & Inclusion in Emergency Management (I-DIEM), a member of FEMA's National Advisory Council (NAC), and Adjunct professor of homeland security and emergency preparedness at Tulane University, New Orleans, La.

I earned my first college degree in Fire Science from Delgado Community College during my tenure with the New Orleans Fire Department and moved on to earn my Bachelor and Master's Degree double majored in Homeland Security & Emergency Preparedness and Public Health at Tulane University, and currently a PhD candidate in Urban Planning at the University of New Orleans. I am also a graduate of the Naval Post Graduate School Executive Leaders Program, the National Emergency Management Executive Academy and the Harvard Kennedy School Executive Public Leadership in Crisis Program. I am a true testament of what and where the start at a Community College can lead you and it's heartwarming to see Delgado engage in this effort.

The approval of a Homeland Security & Emergency Management Degree Program at Delgado Community College would be a force multiplier to students both, local and abroad. I am confident this program will provide solid preparation for careers that focus on ensuring safety

and protecting people from harm, and provide knowledge on preparing and responding to all hazards. This academic credential will also prepare students for positions where the central mission is to counteract threats to public well-being, ranging from food poisoning and environmental pollution to fire hazards and cyber-attacks, terrorist threats, natural disasters, and pandemics.

In today's world, every college student, rather traditional or adult, wants a degree that will give them job security, and while nothing is ever guaranteed, the field of homeland security and emergency management is so vast that they will be able to use their degree to pursue opportunities at every level of government — local, state, and federal, as well as private companies and nonprofits. To put a finer point on it, the term "essential worker" gained prevalence during the 2020 COVID-19 pandemic, and essential is exactly the word that can describe professionals working in homeland security and emergency management. Homeland security/emergency management degree-holders will have numerous opportunities to pursue personally gratifying careers that help build sustainable communities, mitigate climate change, and preserve the environment. By learning the profession's strategies and principles, graduates will be equipped with the knowledge and skills needed to promote resilient communities. To add, with the current workforce shortages in the homeland security/emergency management profession this couldn't be a better time to implement this academic program that can contribute to capacity building towards a prepared nation.

In closing, I am in full support of a Homeland Security & Emergency Management Degree Program at Delgado Community College and excited to see a program of this stature being considered. This will not only benefit New Orleans and Louisiana but the Nation as a whole. As a letter of support only provides a snapshot of benefits and potential accomplishments, I would be happy to further elaborate on this great initiative. My contact information is below.

Sincerely,

Michael Antoine MPS, LEM-P

Michael M. Antoine *MPS, LEM-P*
Director, Public Safety & Emergency Preparedness
Louisiana State University (LSU)
Coates Hall Suite 140
Baton Rouge, LA 70808
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CAMPUS POLICE DEPARTMENT

615 City Park Avenue
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(504) 671-5468 Fax (504) 671-6855
www.dcc.edu

Warren J. Riley
Director of Policing
wryley@dcc.edu

March 9, 2023

Interim Dean Jennifer Bennett
Arts and Humanities
Delgado Community College
615 City Park Avenue
New Orleans, LA 70119

Re: Support for Homeland Security Emergency Management Degree and Certification Program

Dear Dean Bennett,

I, Warren Riley, Director of Policing at Delgado Community College, am writing on behalf of Delgado Community College to express support for their application for the Homeland Security Emergency Management Degree Program. The goal is to provide a curriculum that will provide training for first responders related to emergency management.

To offer a first-class program for those looking for careers in emergency management and enhance educational advancement for those currently working as first responders in law enforcement, firefighting, and emergency management to obtain degrees and or certifications in emergency management. Implementing the program is essential because these degrees have become more prevalent in the 21st century. It has become clear that communities need to have knowledgeable plans to respond quickly and effectively to emergencies, including natural disasters and terrorist attacks.

I will be involved as the director of policing and as a first responder employed at Delgado Community College. I am a retired Superintendent of Police with over 29 years as a police officer and 20 years in a leadership position. I have been involved as police chief during three major hurricanes that devastated New Orleans. I am also a retired United States Homeland Security Federal Emergency Management Agency (FEMA) Federal Coordinating Officer. I have directed more than 17 Presidentially declared disasters around the United States from 2012 through 2018. I have first-hand knowledge of the inconceivable damage and destruction from mother nature and terrorist attacks. Leadership makes a difference and makes for the best and quickest way to mitigate the destruction and devastation of disasters is to have educated, trained leadership prepared for disasters.

An emergency management degree is the fastest-growing degree in the United States. From conglomerates such as Amazon and Walmart, every business to significant hospitals, communities, counties, and municipalities now has Homeland Security and Emergency Management Agencies; it is simply a must. With a certification, many agencies with employees working in the field who have degrees in other areas can tremendously enhance their knowledge related to emergency management. The Associate of Arts Degree program will undoubtedly provide first-rate entry levels of preparation for jobs in the emergency management field.

Delgado Community College is one of the best Community Colleges in the United States. Emergency management degrees and certifications would further show that Delgado is a leader in valued academic programs. Louisiana and the states in the gulf south have all experienced the devastation that disasters bring. With a Homeland Security Emergency Management program, Delgado can be a leader in preparing future Homeland Security and Emergency Managers that can help cities, counties, and businesses prepare for, recover from, and mitigate the damages and effects of emergencies and disasters.

I am available at 504-915-0773 or 504-512-4662 to answer any questions you may have.

Sincerely,

Chief Warren J. Riley
Director of Policing
Delgado Community College
wriley@dcc.edu

U.S Homeland Security FEMA
(Federal Emergency Management Agency)
Federal Coordinating Officer-Retired

New Orleans Police Department
Superintendent of Police- Retired

Signature: *William Tulak*

Email: williamtulak@lctcs.edu

Signature: *Wendi Palermo*

Email: wendipalermo@lctcs.edu












Consent Agenda - Delgado

Final Audit Report

2023-05-03

Created:	2023-05-02
By:	Katie Waldrop (katiewaldrop@lctcs.edu)
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