

July 6, 2016

MEMORANDUM

TO: State Board of Regents

FROM: David L. Buhler

SUBJECT: Utah Valley University – Master of Public Service

Issue

Utah Valley University (UVU) requests approval to offer a Master of Public Service effective in fall 2017. The institutional Board of Trustees approved the degree on March 30, 2016.

Background

The Master of Public Service is proposed as an interdisciplinary professional master's degree in UVU's College of Aviation and Public Services. The proposed degree is distinguishable from existing Master of Public Administration programs at Southern Utah University and the University of Utah in that the UVU program would focus on preparing public service administrators in the areas of emergency services and criminal justice. With significant population growth projected for Utah County, coupled with the retirement of public servants in Utah and across the nation, the need for qualified public managers in the areas of emergency services, public safety, and homeland security is predicted to be high in the coming decades.

The proposed Master of Public Service consists of a 24-credit core, including courses in public services administration, finance and budgeting, policy and evaluation, legal issues, organizational behavior, leadership and ethics, research methods, and a capstone project; 12 elective credits related to the student's professional discipline (criminal justice or emergency services) complete the 36-credit degree. There are currently 14 full-time faculty members with terminal degrees who are qualified to teach in the MPS program; as the program is implemented and grows (50 majors and more than 20 annual graduates are projected by year four), it is anticipated three additional doctoral-level faculty members and a staff member will be hired in stages. Furthermore, an advisory board will be created to ensure the currency of program and course content, to include representatives from Utah County Government, Utah Department of Public Safety, Utah State Fire Chiefs Association, Utah National Guard, Utah Department of Transportation, Utah Emergency Management Association, and a department of health.

Policy Issues

The proposed degree has been developed and reviewed in accordance with processes established by Utah Valley University and the Board of Regents. The Utah System of Higher Education (USHE) Chief Academic Officers and appropriate faculty at other USHE institutions have reviewed and are supportive of Utah Valley

University's request to offer a Master of Public Service. There are no additional policy issues relative to approval of this program.

Commissioner's Recommendation

The Commissioner recommends the Regents approve the request by Utah Valley University to offer a Master of Public Service.

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David L. Buhler  
Commissioner of Higher Education

DLB/GVB  
Attachment

**Program Description  
Utah Valley University  
Master of Public Service**

**Section I: The Request**

Utah Valley University (UVU) requests approval to offer a Master of Public Service effective in fall 2017. The institutional Board of Trustees approved the degree on March 30, 2016.

**Section II: Program Description**

**Complete Program Description**

The Master of Public Service (MPS) at Utah Valley University is an applied interdisciplinary professional master's degree aimed at preparing public service administrators in emergency services and criminal justice. This graduate degree provides an in-depth education of the science and praxis of administering vital public services, public safety functions, ethical considerations, leadership, and strategic communications, along with issues in emergency management, civil security/resiliency, public works, transportation, critical infrastructure protection, post-disaster humanitarian response, pandemics, strategic planning, public health, and public policy issues.

**Purpose of Degree**

UVU is seeking approval for the MPS degree because the focus and area of specialization of the MPS is unique and justified in Utah, and because the program will help meet local, state, and federal needs in public service (particularly in the areas of public safety, disaster resiliency, and homeland security).

Existing master's degrees offered by institutions in the state of Utah provide quality education in public administration and often focus on executive leadership positions (e.g., city managers). The proposed Master of Public Service will concentrate predominantly on second level leadership (e.g., department directors and immediate supervisors). These individuals and groups also need improved understanding of government operations at a time when expectations are high and budgets are limited. In addition, the MPS will offer concentrations in specialized subject areas that are not widely provided elsewhere in the state of Utah. With the increasing occurrence of disasters and terrorist attacks in recent years, these niches in public safety will be essential for the well-being of local communities and the state. Public safety, for the most part, is intricately intertwined with all other public and private service deliveries. For instance, disasters and terrorist attacks may impact day-to-day governmental services, public works, parks and recreation, transportation, public and community health, humanitarian aid, business continuity, and infrastructure protection. Therefore, a focus on public safety resiliency will become even more important in the foreseeable future.

The proposed MPS is also vital since there is a deficit of people who are able to fill leadership and management positions within government. One of the largest employment categories in the state of Utah is the public sector, with more than 234,000 jobs (including military employees).<sup>1</sup> In addition, evidence suggests that federal government workers are retiring in large numbers and this will leave countless

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<sup>1</sup> [http://www.bls.gov/regions/mountain-plains/utah.htm#eag\\_ut.f.P](http://www.bls.gov/regions/mountain-plains/utah.htm#eag_ut.f.P)

vacancies in federal departments and agencies around the nation. More importantly, Utah County is experiencing massive growth in its population, and government services must therefore expand to address the personnel requirements of municipal and county jurisdictions. Since many graduates of BYU's MPA degree obtain employment outside of Utah and even the United States,<sup>2</sup> UVU is the right institution to fill leadership and management positions in Utah County. Along these lines, employment in the areas of public safety are anticipated to experience growth in Utah County and the State of Utah through the year 2022.

A Master of Public Service (MPS) will prepare students from a variety of backgrounds (e.g., Criminal Justice, Emergency Services, Forensic Science, Aviation Science, Public and Community Health, Environmental Science, Public Works) for careers in the public sectors at the local, state, and/or national level. The core curriculum will educate the student in the functions/roles/responsibilities of government. Graduates will learn about leadership principles, management responsibilities, budgeting guidelines, and best practices in human resources.

Furthermore, the student will then be able to select discipline-specific electives within the areas of emergency services and criminal justice.

At the conclusion of their studies, graduating students will be prepared to meet the needs of the UVU service area by working in government agencies, nonprofit agencies, and/or private businesses that deal with the governmental policy on a frequent basis. Graduates will be qualified to deliver day-to-day services and deal effectively with emergencies and catastrophic events (whether natural or anthropogenic).

### **Institutional Readiness**

UVU established an Office of Graduate Studies and Graduate Council to develop university-wide graduate policies and guidelines, and to provide support for graduate programs. The Graduate Council will review and approve graduate faculty who will teach in the program. The Office of Graduate Studies will provide advice and support for program implementation and ongoing development.

The proposed MPS will be administered through the College of Aviation and Public Services (CAPS). The mission of CAPS is to provide exceptional education and training leading to essential professional qualifications. Through rigorous, safe, and engaging academic and practical experiences, CAPS prepares competent professionals who serve and protect our community. The MPS is uniquely suited for this college. Upon approval of the MPS, CAPS will seek funding for a director position via UVU's Planning, Budgeting, and Assessment (PBA) process. The director will report to the CAPS dean. During the first year, an administrative assistant will be hired to support the new program and will initially report to the associate dean. Later on, the administrative assistant will report to the director when that individual is hired.

Implementation of the MPS is not expected to have an adverse impact on lower undergraduate and lower-division education programs. Rather, the MPS will support and be supported by undergraduate offerings. It is expected that students will finish undergraduate programs in order to participate in the MPS.

Two units at UVU will also support the proposed MPS. The Institute of Emergency Services and Homeland Security supports student engagement by providing opportunities for internships, research, and training. Faculty mentor students in research and otherwise support them to achieve their personal learning and

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<sup>2</sup> <https://marriottschool.byu.edu/mpa/full-time-mpa/your-future/career-profile/>

career goals. In addition to research, master's students will have the opportunity to be involved in training individuals in specialized courses, which will lead to professional certifications.

A Center for National Security Studies (CNSS) is currently being proposed at UVU. This may also provide graduate students in the MPS program with a wide range of academic and professional opportunities. Students may augment their coursework by participating in CNSS events and activities to include symposia, panel discussions, speakers, and career and internship programs.

### Departmental Faculty

Department Faculty Category	Dept. Faculty Headcount – Prior to Program Implementation	Faculty Additions to Support Program	Dept. Faculty Headcount at Full Program Implementation
<b>With Doctoral Degrees</b> (Including MFA and other terminal degrees, as specified by the institution)			
Full-time Tenured	6	3	9
Full-time Non-Tenured	4		4
Part-time Tenured			
Part-time Non-Tenured			
<b>With Master's Degrees</b>			
Full-time Tenured	5		
Full-time Non-Tenured	2		2
Part-time Tenured			
Part-time Non-Tenured	6		6
<b>With Bachelor's Degrees</b>			
Full-time Tenured			
Full-time Non-Tenured			
Part-time Tenured			
Part-time Non-Tenured	24		24
<b>Other</b>			
Full-time Tenured			
Full-time Non-Tenured			
Part-time Tenured			
Part-time Non-Tenured	11		11
<b>Total Headcount Faculty in the Department</b>			
Full-time Tenured	11	3	14
Full-time Non-Tenured	6	0	6
Part-time Tenured	0		0
Part-time Non-Tenured	41		41
<b>Total Department Faculty FTE</b> (As reported in the most recent A-1/S-11 Institutional Cost Study for "prior to program implementation" and using the A-1/S-11 Cost Study Definition for the projected "at full program implementation.")			
	35	3	38

Faculty from within CAPS and other departments/schools will be used to deliver the program. The faculty members within CAPS bring a wealth of expertise from their professional experience and academic qualifications. They are familiar with the needs, issues, and practice of public services, public safety, and emergency services. Most, if not all, have spent years in public service and bring this experience, combined with their scholarly efforts, to the benefit of students. The faculty members of the School of Public Services have jointly designed the proposed program based on comparable existing or nascent programs. The MPS will be offered in a cohort fashion delivered in face-to-face, hybrid, and/or online modalities. Cohort size will be limited to facilitate a closer student/instructor interaction and more depth in mentoring from faculty. UVU is fully equipped to support these areas with state-of-the-art equipment and labs. As such, UVU, CAPS, and faculty are ready and available to deliver the MPS.

## **Staff**

One additional full-time administrative assistant will be needed to support the MPS program with registration, enrollment, course scheduling, orientation, etc. This position will be added in year two. Existing administrative staff will assist in administering and supporting the master's program as they do existing degree programs. Current advisors will be provided training on how to advise students who are enrolled or interested in the MPS program.

## **Library and Information Resources**

Emergency Services is identified in the library as its own subject area and shares a budget with other public service subject areas. Collections are housed primarily in the RA645.5-RA645.7 area using the Library of Congress classification system, including resources in areas related to the specific subject area such as emergency medical services, emergency road services, emergency response services, crisis intervention, and so forth. The current library specialist for this subject area is Debbie Short, Electronic Resources and Health Sciences Librarian.

Criminal Justice is identified in the library as its own subject area and shares a budget with other public service subject areas. Collections are housed primarily in the HV5800 - HV9960 area using the Library of Congress classification system, including resources in areas related to the specific subject area but are not limited to drug habits, drug abuse, criminology, criminal anthropology, criminal classes, victims of crimes, victimology, crimes and offenses, crimes and criminal classes, criminal justice administration, delinquents, criminals, prevention of crime, gun control, police, detectives, constabulary, administration and organization, police duty, investigation of crimes, examination and identification of prisoners, police social work, traffic control, traffic accident investigation, private detectives, detective bureaus, private security services, penology, prisons, corrections, juvenile offender, juvenile delinquency, reform schools, and reformation and reclamation of adult prisoners. The current library specialist for this subject area is Ben Wilson, Reference and Instruction Librarian, Business and Criminal Justice subject specialist.

Currently, the UVU Library provides access to over 125 periodical indexes.

Major indexes covering emergency services include:

- Academic Search Premier
- ABI/INFORM Complete

- Applied Science and Technology
- CINAHL Plus with Full Text
- MEDLINE
- Military & Government Collection
- Science Direct Journals

Within the databases there are 87 specific to emergency services with more than 200,000 academic articles.

Major indexes covering criminal justice include:

- Academic Search Premier
- JSTOR
- Legal Collection
- LexisNexis Academic
- National Criminal Justice Reference Services (NCJRS)
- Science Direct Journals
- PsychArticles

Within the databases there are 104 specific to criminal justice with more than 271,820 academic articles.

The statewide reciprocal borrowing agreement through UALC allows UVU students and faculty to check out materials from any Utah academic institution library, including the University of Utah Marriott Library and the private schools, BYU and Westminster. If books are not available in state, or if students cannot physically go to another library, any needed book or article can be ordered through Interlibrary Loan. The ILL web form can also be accessed from the Library Homepage. The library also offers subject specific bibliographic instruction sessions to help students maximize their use of library sources and materials and increase the quality of research and scholarship. With active participation from faculty, the collection continues to grow in quality and quantity.

## **Admission Requirements**

The proposed MPS program admission requirements are in line with UVU Policy 510, Graduate Program Admissions, and include the following:

1. A 3.0 cumulative GPA from the institution where the undergraduate degree was awarded or a 3.0 GPA calculated on the last 60 semester hours (90 quarter hours) from the institution where the undergraduate degree was awarded.
2. A bachelor's degree from a regionally-accredited college/university, a nationally accredited program, or an international college or university recognized by a Ministry of Education in one of the following or related fields:
  - Emergency Services
  - Criminal Justice/Law Enforcement, Forensic Science
  - Political Science
  - Public and Community Health

- Aviation Science
  - Emergency Management/Homeland Security
  - Emergency Medical Services
  - Business Administration, Organizational Management
  - Environmental Science
  - Public Admin/Public Management
  - Social Science
  - Technology Management
3. Graduate School Application
  4. Official transcripts from all attended institutions of higher education
  5. Two letters of recommendations
  6. Admissions Essay

\*Applicants who have bachelor's degrees in other fields may be admitted to the program if they have at least two years of public services industry experience and have completed undergraduate courses with a grade of B or better. These applications will be handled on a case-by-case basis.

### **Student Advisement**

Students in the proposed MPS program will be advised by the current full-time advisors in the College of Aviation and Public Services. Existing advisors will be trained on how to advise students in the MPS program. Faculty will also play an active role in advising as students will be assigned to a faculty member based on interest and/or discipline.

### **Justification for Graduation Standards and Number of Credits**

The proposed MPS program credit hours and graduation requirements are in compliance with UVU policy 524, Graduate Program Credit, and Graduation Requirements.

The MPS program graduation requirements include:

- Maintaining at least a 3.0 GPA
- Completion of all course work with a B or higher

The MPS program requires a total of 36 credit hours comprised of 24 credits of public services courses which includes a capstone project and 12 credits of professional discipline electives. The proposed 36-credit requirement is in line with the range of credits for similar master's degrees nationally. For example, the University of Maryland-College Eastern Kentucky University, George Washington University, and University of Nebraska Medical Center, all require 36 credits for their master's degrees in Public Management, Emergency Management/Emergency Preparedness, or similar degrees.

### **External Review and Accreditation**

The program was developed via a collaborative effort of faculty from within CAPS and UVU who have extensive experience and education with public services.



The public service program will create an advisory board that reviews and advises on program and course content, provides insight on industry trends, and provides opportunities for student placement as interns and employees. The program director/chair will communicate with advisory board members regularly through scheduled group meetings, individual meetings, email, and conference calls. The proposed advisory board may consist of the following:

- Representatives from Utah County Government, (fire chiefs, police chiefs, county health, city managers, etc.)
- Representative from Utah Department of Public Safety and the Utah State Fire Chiefs Association
- Representative of the Utah National Guard
- Representative from a Department of Health
- Representative from Utah Department of Transportation
- Representative from Utah Emergency Management Association (UEMA)

Accreditation of the MPS program will be sought from the Network of Schools of Public Policy, Affairs, and Administration or NASPAA. The MPS program is designed to meet all NASPAA accreditation standards from the start; full accreditation will occur after several years of program performance per the standards.

#### Projected Program Enrollment and Graduates; Projected Departmental Faculty/Students

Data Category	Current – Prior to New Program Implementation	PROJ YR 1	PROJ YR 2	PROJ YR 3	PROJ YR 4	PROJ YR 5
<b>Data for Proposed Program</b>						
Number of Graduates in Proposed Program	0	0	0	18	22	22
Total # of Declared Majors in Proposed Program	0	20	45	50	50	50
<b>Departmental Data – For All Programs Within the Department</b>						
Total Department Faculty FTE ( <i>as reported in Faculty table above</i> )	35.00	36.00	37.00	38.00	38.00	38.00
Total Department Student FTE ( <i>Based on Fall Third Week</i> )	677	689	707	737	737	737
Student FTE per Faculty FTE ( <i>ratio of Total Department Faculty FTE and Total Department Student FTE above</i> )	19.34	19.14	19.11	19.39	19.39	19.39
<b>Program accreditation-required ratio of Student FTE/Faculty FTE, if applicable: (Minimum of 5 faculty; no ratios specified)</b>						

#### Expansion of Existing Program

The MPS program is not an expansion or extension of an existing program.

## Section III: Need

### Program Need

This program fills a need that is currently not met by other means in the service area, and it also helps to prepare leaders and mid-level managers for employment at the state and federal levels when government services are increasingly in demand. In addition, the specific niche the MPS provides is imperative when one considers the rising threat disasters and terrorist attacks pose to society.

According to the Utah Foundation, Utah County will experience significant population growth by 2050.<sup>3</sup> An anticipated population of more than 1,216,000 by this time will require the creation of several new local municipalities, and existing jurisdictions will likewise face the tremendous pressures of managing urban development, dealing with traffic congestion, protecting environmental quality, and providing all types of utilities and public services. Qualified individuals in mid-level management positions will be needed to direct and coordinate important functions of government in this geographic area. UVU is a logical institution to meet the public leadership and management needs in this service area.

The proposed MPS degree will also help to replace the large numbers of state and federal employees that are currently retiring from government service. According to the US Bureau of Labor Statistics, over 234,000 people are employed by government agencies in Utah.<sup>4</sup> By 2016, the Federal Times estimates that there will be more than 2.1 million federal employees.<sup>5</sup> However, the Government Accountability Office has determined that nearly 30% of these federal workers will be eligible for retirement in the next three years.<sup>6</sup> Utah will also see many employees leave the public workforce as they advance in age. This ongoing wave of retirement of public servants in Utah and across the nation will result in a lack of qualified public managers to oversee public departments and agencies. UVU's MPS program will help to fill this gap.

Moreover, the ongoing and unfolding threat of disasters and terrorist attacks in the Utah, the United States, and around the world suggest a need for further expertise in emergency services, public safety, and homeland security. Each day there are earthquakes, floods, winter storms, hazardous materials releases, traffic and aviation accidents, rail car derailments, mine collapses, disease outbreaks, mass shootings, and explosive detonations. UVU is well poised to help communities address these significant problems. Because of UVU's existing undergraduate programs (e.g., emergency services and criminal justice) and ongoing state mandates (e.g., UFRA and POST), the faculty already has knowledge and experience in the disciplines of emergency management and criminal justice.

UVU's proposed MPS program is a logical means to prepare students for mid-level careers in the public sector at the local, state, and federal levels. Graduates will help meet the needs of growing jurisdictions in Utah County and replace the retiring workforce of state and federal government. In addition, graduates will have the knowledge and abilities to deal with the provision of general government services as well as expertise in emergency services, public safety, and homeland security that will be needed for future disasters and terrorist attacks.

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<sup>3</sup> <http://www.utahfoundation.org/uploads/rr720.pdf>

<sup>4</sup> [http://www.bls.gov/regions/mountain-plains/utah.htm#eag\\_ut.f.P](http://www.bls.gov/regions/mountain-plains/utah.htm#eag_ut.f.P)

<sup>5</sup> <http://www.federaltimes.com/story/government/management/agency/2015/02/17/hiring-agencies-2015/23299037/>

<sup>6</sup> <http://money.cnn.com/2013/06/13/news/federal-workers-retire/>

## Labor Market Demand

According to the Economic Development and Employer Planning System (EDEPS) there are no master's level programs within Utah for CIP code 43 to include Fire Service Administration (43.0202), Criminal Justice/Law Enforcement Administration (43.0103) and Crisis/Emergency/Disaster Management (43.0302).<sup>7</sup> The proposed MPS degree focuses on these disciplines, and it will meet projected labor needs in Utah and elsewhere around the nation.

Over the past 12 months, there were 225 job postings within these professions in Utah (including both new and existing positions).<sup>8</sup> However, Utah higher education only supplies 145 MPA graduates for the same period, meeting only 64% of the annual in-state demand. The Bureau of Labor Statistics (BLS) for these same professions suggest an annual growth rate in Utah at an average of 13-18% from 2012 to 2020, collectively an increase of about 120 new openings annually.<sup>9</sup> Projections from the Utah Department of Workforce Services reveal that positions for chief executives, paramedics, firefighters, and police officers in Utah County will grow by 2.7%, 3.6%, 3.5%, and 3.3% respectively.<sup>10</sup>

In addition, Dr. Stan Supinski of the Naval Post Graduate School and the Center for Domestic Preparedness in Anniston Alabama estimates that there are more than 11 million emergency responders and other personnel in this country who would need training to deal with terrorist incidents and/or other disasters. The Occupational Outlook Quarterly indicates emergency services and homeland security jobs are some of the fastest growing in the nation, with opportunities in: business continuity, transportation, critical infrastructure protection, health care, intelligence analysis, cyber security border occupations, banks, physical security, utilities, technology, and every level of government. For example, The US Department of Labor expects employment of emergency managers, EMTs, and fire fighters to grow six percent, 24% and five percent respectively during the 2014–24 decade.<sup>11</sup> The Federal Times projects also that the Department of Homeland Security alone will add about 3,800 jobs in fiscal 2015.<sup>12</sup>

## Student Demand

Departmental surveys conducted over the years asked students about their interests in a graduate degree. The most recent survey in criminal justice indicated desired rates for a graduate degrees well above 60%. In a recent survey of graduates and current students in the School of Public Services programs at UVU, 179/203 (88%) of the respondents said they were interested in a master's degree in the discipline if it was available at UVU. In addition, 164/204 (80%) of the respondents said they would actively pursue a master's degree in the discipline if available at UVU. This survey did not take into account students with baccalaureate degrees from other programs at UVU or other higher education institutions, who would also be benefited by this graduate degree. Student enrollment in public service offerings has nearly tripled in the last decade. The combined majors within the School of Public Services constitute approximately ten percent of Utah Valley University's enrollment (excluding concurrent enrollment students) and the School continues to have one of the higher graduation rates at the undergraduate levels.

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<sup>7</sup> [www.edeps.org](http://www.edeps.org).

<sup>8</sup> Burning Glass Labor Market Report

<sup>9</sup> <http://www.bls.gov/opub/mlr/2013/article/pdf/occupational-employment-projections-to-2022.pdf>

<sup>10</sup> [www.jobs.utah.gov](http://www.jobs.utah.gov), Provo/Orem protective services job outlook.

<sup>11</sup> (Bureau of Labor Statistics, U.S. Department of Labor. Occupational Outlook Handbook, 2014-24 Edition: Protective Service Workers).

<sup>12</sup> <http://www.federaltimes.com/story/government/management/agency/2015/02/17/hiring-agencies-2015/23299037/>

There are three student categories of interest for a Master of Public Service degree:

- Category One: This category includes local, state, and national government employees and nontraditional adult students. The people currently functioning in these vital areas have a tremendous need for credible, reliable, and high quality education/training. With the dynamic and changing needs of this important arena, innovation, creativity, and timely delivery of programs are the expectation.
- Category Two: This category includes the traditional student seeking a degree in higher education. With the increased development of jobs in related industries and governmental agencies, students seeking a career in the public sector or related arenas need quality and accredited educational opportunities. Their expectation is to gain the needed knowledge, skills, and abilities to secure meaningful employment in their chosen field.
- Category Three: This category is defined as the employees of private industry or business. Many businesses are involved with the government in some form or another. Someone familiar with the processes and functions of government is advantageous to businesses. This can be particularly important in areas of emergency preparedness and continuity of operations. Graduates of the Master of Public Service would be of great benefit to the private sector.

## Similar Programs

Currently, there are no other programs like the proposed MPS in the Utah System of Higher Education. Two other USHE institutions offer Master of Public Administration (MPA) degrees – the University of Utah and Southern Utah University. These are robust programs of great value and have a strong track record of accomplishment in the broad areas of public administration. Evidence from these institutions of higher education reveals that their graduates are obtaining lucrative and important careers in the public sector. For instance, graduates of the University of Utah MPA are obtaining jobs as communications managers, finance directors, public relations managers, executive officers, city managers, and development services managers.<sup>13</sup> The MPA program at Southern Utah University also has a record of success at placing students.<sup>14</sup>

In contrast to these programs, the proposed MPS degree is intended to focus on emergency services and criminal justice functions of government. UVU will also be successful at placing students, particularly because of the anticipated growth in the public sector in Utah County and because of the niche in emergency services and criminal justice. Due to its role-assignment for Fire and Emergency Services education Utah Valley University is the only state-sponsored institution of higher education that offers A.A.S., A.S., and baccalaureate degrees in Criminal Justice, Forensic Science, Fire Science, and Emergency Services Administration. Also, with the prior creation of the School of Public Services (one of a kind in the USHE system), UVU is the only institution in USHE with these programs housed in one school. With the addition of a master's degree, UVU would be the only institution of higher education in Utah to have a coordinated and integrated degree program in Criminal Justice, Forensic Science, Emergency Services (Fire and Emergency Services, Emergency Medical Services [EMS]), and a Master of Public Services degree. This creates a logical and coordinated education pathway for students in these vital disciplines.

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<sup>13</sup> <http://www.mpa.utah.edu/careers>

<sup>14</sup> <https://www.suu.edu/graduatestudies/pdf/graduateviewbook.pdf>

## **Collaboration with and Impact on Other USHE Institutions**

The proposed program is a natural expansion of UVU's current offerings in the School of Public Services. Specifically, the new program would augment UVU's baccalaureate degrees in Emergency Services Administration, Criminal Justice/Law Enforcement, Forensic Science, as well as Aviation Science, Public and Community Health, and Environmental Science, thereby providing an alternative pathway for students. No other USHE institution offers an interdisciplinary master's degree program in the emergency services discipline. Therefore, the proposed program should have no direct impact on other USHE institutions. As the program develops, UVU would certainly be willing to collaborate with other institutions to provide the best outcomes for all students in USHE.

## **Benefits**

No master degree programs with a concentration in emergency services/emergency science currently exist in the Utah System of Higher Education. Students and professionals wishing to pursue a master degree in these disciplines must turn to institutions in other states. Thus, the proposed program would fill a void in the current landscape of emergency science education in the State of Utah. The proposed Master of Public Service holds the promise of providing undergraduate students and others who are in the workforce with the opportunity to be trained in a high-demand, vital service delivery area and to find mid and high-level employment in these emerging and growing fields.

A Master of Public Service degree will also produce graduates who have the necessary performance skills to succeed as professional private sector, public sector, non-profit sector, and safety/security leaders. In a world with increasing demand for services, growing populations, and emergent disaster events, leaders are needed not only for the response and handling of services/events themselves, but in the preparation for, mitigation of, response to, and recovery from these exigent events. Moreover, for students who wish to pursue a terminal degree after graduation, the more intensive research components received in the master's degree will place them in a more advantageous position to succeed as researchers and/or educators, and endow them with the professional recognition that such a degree provides.

Additionally, graduates who become successful professionals in any career will create a strong alumni base, promote the benefits of higher education, and add to the reputation of and support the mission of UVU.

## **Consistency with Institutional Mission**

The proposed MPS aligns with the role and mission of UVU and CAPS. As a teaching institution, UVU focuses on engaged learning that positively impacts the vital needs of our community. Along these lines, the goal of CAPS is to prepare professionally competent leaders who address current and pressing challenges facing society. Each of these objectives is at the core of the proposed MPS program. The foundational and inter-disciplinary elements of the MPS, along with an initial focus on public safety and the anticipated expansion to other public services, illustrates alignment with UVU's role and mission. Engaged learning in the MPS will contribute to the quality of life and economic development in Utah County, the state, and elsewhere.

## Section IV: Program and Student Assessment

### Program Assessment

There are two primary programmatic objectives for the MPS degree. First, the MPS will provide students with a comprehensive education in the science of public service, emergency service, emergency management, homeland security, national and civil security, criminal justice, and/or how to deal with exigent circumstances such as disasters and terrorist attacks. The capstone project will be utilized to determine whether or not the students have gained the knowledge and skills that were introduced and developed in the core courses.

Second, the MPS will produce public services graduates with the knowledge and skills needed to fill advanced technical and management positions in government, quasi-government, and private sector agencies. This will be evaluated in four ways:

- Monitor graduation numbers with 25 students expected to graduate annually; starting with year three of the program.
- Monitor post-graduation employment trends with 80% of graduates expected to be placed or promoted within one year of graduation.
- Survey graduates to determine whether or not the knowledge and skills they gained in the program met the needs of their employers.
- Survey hiring managers to determine the quality of the graduates across a number of public services, emergency sciences, and managerial areas.

### Expected Standards of Performance

Students graduating with a Master of Public Service will have achieved the following learning outcomes:

1. Demonstrate an understanding of the technical and leadership aspects of all levels of public services, including emergency management and the mitigation of, planning for, response to and recovery from exigent circumstances.
2. Demonstrate the ability to solve public service related problems and to make effective decisions in dynamic and constantly changing environments.
3. Demonstrate ability to prepare and execute budgets with an understanding of public finance principles and procedures for planning, mitigation, response, and recovery related to every-day delivery of public services, as well as public safety and disaster-related threats.
4. Develop an understanding of risk management methods as they relate to public services.
5. Develop an understanding of the legal, regulatory, human resource, and ethical issues surrounding service delivery administration, emergency response, safety, security, and resiliency for the community, state and/or nation.

The aforementioned learning outcomes will be introduced and reinforced across various courses throughout the program. A variety of methods will be conducted to assess the learning outcomes of students. Specifically, faculty members teaching the courses will design and administer several learning activities to assess the learning outcomes. These activities include, but are not limited to, tests, projects, lab exercises, case studies, debates, research papers, and oral

presentations. Whenever appropriate, scoring rubrics will be developed to examine the degree to which students learning outcomes are fulfilled. Rubrics relating to risk analysis, budgeting, and legal/ethical already exist and form part of our curriculum map.

In addition, UVU institutional effectiveness officials will be consulted in the ongoing evaluation of methods and processes appropriate to these activities. This will include the following: Content/Learning, Post-Graduation Outcomes, and Measures of Student Satisfaction.

Faculty, students, and advisors will be active participants in ongoing learning outcomes assessment and program evaluation processes. Goals and objectives will be reviewed, data will be collected and analyzed, evaluation processes will be implemented, and feedback will be utilized in an effort to generate continuous improvement in all these activities.

## Section V: Finance

### Department Budget

Three-Year Budget Projection							
Current Departmental Budget – Prior to New Program Implementation	Departmental Budget						
	Year 1 (2017-18)		Year 2 (2018-19)		Year 3 (2019-20)		
	Addition to Budget	Total Budget	Addition to Budget	Total Budget	Addition to Budget	Total Budget	
<b>Personnel Expense</b>							
Salaries &	\$1,493,585	\$60,000	\$1,553,585	\$95,000	\$1,648,585	\$85,000	\$1,733,585
Benefits	\$765,106	\$31,890	\$796,996	\$31,890	\$828,886	\$31,890	\$860,776
Total Personn	\$2,258,691	\$91,890	\$2,350,581	\$126,890	\$2,477,471	\$116,890	\$2,594,361
<b>Non-personnel Expense</b>							
Travel	\$0	\$3,000	\$3,000	\$3,000	\$6,000	\$0	\$6,000
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Library	\$0	\$5,000	\$5,000	\$0	\$5,000	\$0	\$5,000
Current	\$50,512	\$20,000	\$70,512	-\$10,000	\$60,512	\$0	\$60,512
Total Non-personnel	\$50,512	\$28,000	\$78,512	-\$7,000	\$71,512	\$0	\$71,512
<b>Total Expense</b>	<b>\$2,309,203</b>	<b>\$119,890</b>	<b>\$2,429,093</b>	<b>\$119,890</b>	<b>\$2,548,983</b>	<b>\$116,890</b>	<b>\$2,665,873</b>
<b>Departmental Funding</b>		<b>Year 1 (2016-17)</b>		<b>Year 2 (2017-18)</b>		<b>Year 3 (2018-19)</b>	
Appropriated	\$2,309,203	\$87,010	\$2,396,213	\$70,570	\$2,466,783	\$34,690	\$2,501,473
Other:							
Special Legislative							

Grants							
Special Fees/Differential	\$0	\$32,880	\$32,880	\$49,320	\$82,200	\$82,200	\$164,400
<b>Total</b>	\$2,309,203	\$119,890	\$2,429,093	\$119,890	\$2,548,983	\$116,890	\$2,665,873
<b>Difference</b>							
Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Departmental Instructional Cost/Student Credit Hour* (as reported in institutional Cost Study for	\$171		\$176		\$180		\$181

\* *Projected Instructional Cost/Student Credit Hour* data contained in this chart are to be used in the Third-Year Follow-Up Report and Cyclical Reviews required by R411.

### Funding Sources

The program will initially utilize existing faculty, but will later require the hiring of three additional faculty members and one staff. These personnel will be requested through the traditional planning and budgeting process at UVU, and require new appropriation of state tuition funds.

### Reallocation

No internal reallocation is planned.

### Impact on Existing Budgets

There will be minimal impact on existing budgets beyond the funds requested identified above to support the new faculty lines and program implementation.



## Section VI: Program Curriculum

### All Program Courses (with New Courses in Bold)

Course Prefix and Number	Title	Credit
Required Courses		
MPS 6000	Public Services Administration	3.0
MPS 6010	Public Services Finance and Budgeting	3.0
MPS 6020	Public Services Policy and Evaluation	3.0
MPS 6030	Legal Issues for the Public Services	3.0
MPS 6040	Organizational Behavior in the Public Services	3.0
MPS 6050	Public Service Leadership and Ethics	3.0
MPS 6060	Research Methods for Public Services	3.0
MPS 690R	Public Services Project	3.0
	<b>Sub-Total</b>	<b>24</b>
Elective Courses		
	(Pick four of the following or other Graduate-Level electives as approved by the MPS Director)	
ESMG 6100	Psychology and the Emergency Services Responder (3.0)	
ESMG 6110	Disasters/Vulnerability/and Impacts (3.0)	
ESMG 6120	Emergency Planning and Response (3.0)	
ESMG 6130	Social Vulnerability in Emergencies (3.0)	
CJ 6200	Advanced Topics in Criminal Justice (3.0)	
CJ 6210	Information-based Decision Making for Criminal Justice Administrators (3.0)	
CJ 6220	Contemporary Issues In Criminal Justice (3.0)	
CJ 6230	Criminal Justice Policy (3.0)	
	Graduate Level electives as approved by the MPS Director.	
	<b>Sub-Total</b>	<b>12</b>
	<b>Total Number of Credits</b>	
		<b>36</b>

### Program Schedule

Fall of First Year (Course Prefix and Number)	Course Title	Credit Hours
MPS 6000	Public Services Administration	3.0
MPS 6020	Public Services Policy and Evaluation	3.0
	<b>Semester Total:</b>	<b>6.0</b>
Spring of First Year (Course Prefix and Number)	Course Title	Credit Hours
MPS 6030	Legal Issues for the Public Services	3.0
	MPS Elective Course	3.0
	<b>Semester Total</b>	<b>6.0</b>

Summer of First Year (Course Prefix and Number)	Course Title	Credit Hours
MPS 6010	Finance and Budgeting for the Public Services	3.0
	MPS Elective Course	3.0
	<b>Semester Total</b>	<b>6.0</b>
Fall of Second Year (Course Prefix and Number)	Course Title	Credit Hours
MPS 6040	Organizational Behavior in the Public Services	3.0
	MPS Elective Course	3.0
	<b>Semester Total</b>	<b>6.0</b>
Spring of Second Year (Course Prefix and Number)	Course Title	Credit Hours
MPS 6050	Public Service Leadership and Ethics	3.0
	MPS Elective Course	3.0
	<b>Semester Total</b>	<b>6.0</b>
Summer of Second Year (Course Prefix and Number)	Course Title	Credit Hours
MPS 6060	Research Methods for Public Services	3.0
MPS 690R	Public Services Project	3.0
	<b>Semester Total</b>	<b>6.0</b>
	<b>Total Degree Credits</b>	<b>36.0</b>

## Section VII: Faculty

Rodger Broomé

- Assistant Professor, Emergency Services
- Ph.D. in Psychology, MA, in Psychology
- Retired Police Officer & Fire Marshal for West Jordan City, UT Fire Department

David Connelly

- Associate Professor/Chair, Political Science and History
- Ph.D. in Public Administration, MPA
- Previous MPA Program Director

Kenneth L Crook

- Associate Professor, Criminal Justice/Law/Enforcement
- Juris Doctorate
- Retired FBI Foreign Counter Intelligence Agent

Matthew Duffin

- Associate Professor/Chair, Criminal Justice/Law Enforcement
- Juris Doctorate
- Retired Judge Advocate General Attorney, US Air Force

John Fisher

- Associate Professor, Emergency Services
- Ph.D. in Educational Administration
- Graduate Fellowship (Social Sciences and Humanities)

Ron Hammond

- Professor, Behavioral Science
- Ph.D. in Family Studies, MS in Health Education
- Certified Family Life Instructor

R. Jeffery Maxfield

- Professor, Emergency Services
- Ed.D. in Curriculum and Instruction/Adult Education
- Retired Chief Operations Officer/Assistant Chief for Unified Fire Authority
- Past Associate Dean of School of Public Service

David A. McEntire

- Dean, College of Aviation and Public Services
- Ph.D. in International Studies, MA in International Studies
- Past Professor at University of North Texas—Emergency Administration and Planning

Eric Russell

- Assistant Professor, Emergency Services
- Ed.D. in Organizational Leadership
- Retired Captain, Department of Defense (Air Force) Fire Department

Thomas Sturtevant

- Associate Dean, CAPS, Assistant Professor, Emergency Services
- Ed.D., Leadership for Teaching and Learning