



TENNESSEE HIGHER EDUCATION COMMISSION

REGULAR CALENDER ITEM: I. A.

MEETING DATE: January 28, 2022

SUBJECT: New Academic Program
Austin Peay State University
National Security Studies, Bachelor of Science
CIP Code: 45.0902 (National Security Policy Studies)

ITEM TYPE: Action

ACTION RECOMMENDATION: Approval

PROGRAM DESCRIPTION

Austin Peay State University (APSU) proposes a National Security Studies, Bachelor of Science (BS) which will require 120 credit hours and will be delivered both online and through traditional delivery methods. The proposed program is designed to cultivate analytical and critical thinking skills, open opportunities for career advancement, and prepare graduates for further academic endeavors in fields related to national security. Students completing the proposed National Security Studies program will be well versed in the areas of homeland security, international security, terrorism, and violent extremism.

Target populations for the proposed program will be current undergraduate students, employees of national security agencies, and military personnel who desire career advancement during or after their service. Graduates of the program will be competitively positioned for careers in all sectors of national defense, homeland security, and criminal justice, as well as prime candidates for advancement in their military careers. The proposed program will work closely with APSU's recently approved Institute for National Security and Military Studies that will focus on education, community outreach, and research topics related to national security.

INSTITUTIONAL GOVERNING BOARD APPROVAL

The proposed National Security Studies, BS program was approved by the Austin Peay State University Board of Trustees on December 3, 2021.

PROPOSED IMPLEMENTATION DATE

August 2022

ALIGNMENT WITH STATE MASTER PLAN AND INSTITUTIONAL MISSION/STRATEGIC PLAN

The proposed National Security Studies program aligns with the State's Master Plan for Higher Education 2015-2025 because it is designed to meet emerging State "economic development, workforce development, and research needs" in the national security field. Further, the proposed program uses "institutional mission differentiation" to develop an academic program that appeals to the adult learner focus population – namely military affiliated students at Fort Campbell – that APSU can effectively and efficiently deliver campus resources for increased student success. The proposed program will contribute to increased degree

production within the state's capacity to support higher education through the provision of a unique and emerging degree path connected to in demand careers in the national security field.

The proposed program aligns with the APSU mission of "raising the educational attainment of the citizenry, developing programs and services that address regional needs". The National Security Studies program will do this by producing professionals critical to the state and region to serve in careers related to national security and criminal justice; by increasing the number of students who possess critical science and technology skills; and enhancing scholarly research in this interdisciplinary field by further connecting faculty on campus with one another and the military professionals at Fort Campbell. The proposed program will help the nearly 400 soldiers a month who discharge from Fort Campbell and will provide the opportunity to connect their military experience to an academic program that will help them develop the skills and knowledge necessary to be competitive in a growing employment field.

The proposed major emphasizes modern methodologies in national security and best practices in research proficiency and aligns with APSU's vision to "create a collaborative, integrative learning community, instilling in students' habits of critical inquiry as they gain knowledge, skills, and values for life and work in a global society".

CURRICULUM

The proposed program will be offered both online and on-ground and will require the completion of 120 credit hours for a baccalaureate degree. The proposed curriculum consists of 39 credit hours including 21 credit hours of core courses in National Security Studies; six credit hours from Homeland Security; six credit hours from International Security and six credit hours of guided electives.

The proposed program has seven student outcomes:

- Identify an issue, problem, or information gap in your field of inquiry.
- Demonstrate proficiency in formal writing in various national security contexts, including proper spelling, grammar, and punctuation, as well as correct use of a designated style of source citation, such as APA.
- Demonstrate proficiency in oral communication in various national security contexts, including delivering formal presentations before a live audience, and in a simulated national security job performance scenario.
- Identify fundamental issues associated with the application of scientific methods related to national security issues.
- Apply research and analysis techniques to the explanation and resolution of an information gap, issue, or problem, by producing a project in your respective field.
- Design a research project based on theory and knowledge from courses in your field of study.
- Demonstrate a comprehension of globally diverse perspectives on national security.

PROGRAM PRODUCTIVITY

The proposed National Security Studies program anticipates an initial enrollment of 20 students, increasing to 80 students by year five. Attrition rates are calculated at 30 percent based on current APSU trends. The proposed program projects 11 graduates by year five.

	2022	2023	2024	2025	2026
Enrollment	20	36	53	69	80
Graduates	--	--	3	10	11

PROGRAM DUPLICATION

The proposed program will be the first program in the state with this CIP code designation (45.0902 National Security Policy Studies). Middle Tennessee State University offers a major in Criminal Justice with a concentration in Homeland Security which averages 139 graduates per year.

EXTERNAL JUDGEMENT

An external paper review of the proposed program was conducted during October 2021 by Dr. Jonathan Smith, Professor and Program Director of the Intelligence & National Security, Politics, and Geography program at Coastal Carolina University. Dr. Smith conducted a virtual site visit in August 2020 that included meetings with campus administrators, faculty, prospective students, and community partners. The paper review was conducted in response to the resubmittal of the proposed National Security Studies program by APSU in August 2021 with a focus placed on evaluating the changes made to the program in the interim period that coincided with the approval of the Institute for National Security and Military Studies in the spring of 2021.

Dr. Smith made a recommendation for approval of the proposed program and stated: “I recommend approval of this program because it represents a substantial academic effort to promote student learning in this field and it is strongly supported within the university. The proposed major has many strengths. Beyond being the first such program in the area, the program’s focus on the study of terrorism will differentiate it from peer programs in the field. The program’s menu approach to the curriculum provides both scalability/flexibility to adapt to enrollment changes, but also provides a balanced approach by covering both international and homeland security issues. The faculty of the Criminal Justice Department seem to have most of the appropriate subject matter expertise and pedagogical skills to support the key elements of the proposed program.”

STUDENT DEMAND

APSU conducted a survey of current Criminal Justice undergraduates and found that of the 31 respondents, 74 percent were in favor of the proposed program and 68 percent intended to pursue a career in the national security field. Until 2018, all undergraduate Criminal Justice students at APSU were required to also be enrolled in the associated Homeland Security concentration. Today, most of the nearly 440 students who major in Criminal Justice program continue to enroll in the Homeland Security concentration. APSU anticipates many of these students will declare a major in National Security Studies if the program is approved which would potentially create a second high enrollment program to the Department of Criminal Justice at APSU.

OPPORTUNITIES FOR PROGRAM GRADUATES

Graduates from the proposed program will be qualified for entry level jobs at many federal agencies working to support national security. Currently, there are over 18,000 jobs available in the Southeastern United States for national security positions. Additionally, the US Department of Labor estimates Tennessee’s available jobs in national security will increase 6.7 percent by 2027 resulting in 8,270 anticipated job openings for Tennesseans.

Letters of support for the proposed program were included from state and military leaders including Jim Durrett – Montgomery County Mayor, Jason Hodges – State Representative, Curtis Johnson – State Representative, Bill Powers – State Senator, Jay Reedy – State Representative, Gary Rock – Retired General US Army, Buck Dillinger – CEO/President of Clarksville-Montgomery County Economic Development Council, and Ronald Bailey – Retired Lieutenant General USMC/ Current VP for Industry Development in the National Electrical Contractors Association.

INSTITUTIONAL CAPACITY TO DELIVER THE PROGRAM

The proposed National Security Studies program will be housed in the Department of Criminal Justice and will initially share faculty and courses from the History; Political Science and Public Management; Sociology; Psychological Science and Counseling; and Criminal Justice departments. APSU submitted a joint letter from multiple colleges within APSU committing their support to offer elective courses for the proposed National Security Studies program as necessary. Three new faculty lines will be dedicated to the proposed program. APSU anticipates hiring one faculty member in year one, a second in year two, and a third in year four of the proposed program.

ASSESSMENT AND POST-APPROVAL MONITORING

An annual performance review of the proposed program will be conducted for the first five years following program approval. The review will be based on benchmarks established in the approved proposal. At the end of this period, the campus, institutional governing board, and THEC staff will perform a summative evaluation. The benchmarks include, but are not limited to, enrollment and graduation, program cost, progress toward accreditation, and other metrics set by the institution and staff. If benchmarks are not met during the monitoring period, the Commission may recommend that the institutional governing board terminate the program. If additional time is needed and requested by the institutional governing board, the Commission may choose to extend the monitoring period.

FINANCIAL PROJECTIONS

**Tennessee Higher Education Commission
Appendix A: THEC Financial Projections Form
Austin Peay State University
B.S. National Security Studies**

*Seven-year projections are required for doctoral programs.
Five-year projections are required for baccalaureate and Master's degree programs
Three-year projections are required for associate degrees and undergraduate certificates.
Projections should include cost of living increases per year.
Planning year projections are not required but should be included when appropriate.*

	Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5
I. Expenditures						
A. One-time Expenditures						
New/Renovated Space ¹	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	\$ -	\$ 1,500	\$ 1,500	\$ -	\$ 1,500	\$ -
Library	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Consultants	\$ 1,750	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total One-time	\$ 1,750	\$ 2,500	\$ 2,500	\$ 1,000	\$ 2,500	\$ 1,000
B. Recurring Expenditures						
Personnel						
Administration						
Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Faculty						
Salary	\$ -	\$ 70,000	\$ 141,400	\$ 144,228	\$ 217,113	\$ 221,455
Benefits	\$ -	\$ 27,300	\$ 55,146	\$ 56,249	\$ 84,674	\$ 86,367
Sub-Total Faculty	\$ -	\$ 97,300	\$ 196,546	\$ 200,477	\$ 301,787	\$ 307,822
Support Staff						
Salary	\$ -	\$ 10,942	\$ 11,161	\$ 11,384	\$ 11,612	\$ 11,844
Benefits	\$ -	\$ 4,267	\$ 4,353	\$ 4,440	\$ 4,529	\$ 4,619
Sub-Total Support Staff	\$ -	\$ 15,209	\$ 15,514	\$ 15,824	\$ 16,141	\$ 16,463
Graduate Assistants						
Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tuition and Fees* (See Below)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total Graduate Assistants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating						
Travel	\$ -	\$ -	\$ 2,200	\$ 2,200	\$ 3,300	\$ 3,300
Printing	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
Sub-Total Operating	\$ -	\$ 8,500	\$ 10,700	\$ 10,700	\$ 11,800	\$ 11,800
Total Recurring	\$ -	\$ 121,009	\$ 222,760	\$ 227,001	\$ 329,728	\$ 336,085
TOTAL EXPENDITURES (A + B)	\$ 1,750	\$ 123,509	\$ 225,260	\$ 228,001	\$ 332,228	\$ 337,085

APSU THEC Financial Projections Form 11.16.21

***If tuition and fees for Graduate Assistants are included, please provide the following information.**

Base Tuition and Fees Rate	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Number of Graduate Assistants		-		-		-		-		-		-

II. Revenue

	Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5	
Tuition and Fees ²	\$	-	\$ 140,515	\$ 252,927	\$ 372,365	\$ 484,777	\$ 562,060
Institutional Reallocations ³	\$	1,750	\$ (17,006)	\$ (27,667)	\$ (144,364)	\$ (152,549)	\$ (224,975)
Federal Grants ⁴	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -
Private Grants or Gifts ⁵	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -
Other ⁶	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -
BALANCED BUDGET LINE	\$	1,750	\$ 123,509	\$ 225,260	\$ 228,001	\$ 332,228	\$ 337,085

Notes:

(1) Provide the funding source(s) for the new or renovated space.

N/A

(2) In what year is tuition and fee revenue expected to be generated? Tuition and fees include maintenance fees, out-of-state tuition, and any applicable earmarked fees for the program. Explain any differential fees.

APSU anticipates about 20 students to enroll in the first year and additional student enrollment growth to about 80 total in future years. The degree is a 120 credit hour program. APSU's tuition is \$285.60/credit hour. Revenue shown is calculated by the number of students enrolled multiplied by APSU's average enrolled credits hours (12.3 credit hours/semester) multiplied by APSU's tuition (\$285.60/credit hours).

(3) Identify the source(s) of the institutional reallocations, and grant matching requirements if applicable.

Institutional reallocations will be appropriated via the Office of Academic Affairs.

(4) Provide the source(s) of the Federal Grant including the granting department and CFDA(Catalog of Federal Domestic Assistance) number.

N/A

(5) Provide the name of the organization(s) or individual(s) providing grant(s) or gift(s).

N/A

(6) Provide information regarding other sources of the funding.

N/A