

**APC Subcommittee A
Questions on E-MNSP
Proposal March 3, 2021**

How confident are you that the basic course content will be well matched to the experience level and interests of the students?

While starting a new program comes with unknowns, internally, we are very confident in our new program being a good match to build off of working professionals experience while building their knowledge and skills in the field for career advancement. This program, and curriculum specifically, has been vetted by our experienced faculty through many interactions with professionals in the intelligence (FBI), diplomacy, military, law enforcement, and national security consulting sectors, those working within federal agencies, along with the private sector (Deloitte) over the last few years. We have worked diligently to do market research in this space to see not only what is successful, but also where voids are for prospective students.

Our faculty is specifically positioned to evaluate the needs for students in this space as they have been teaching this content for various student populations, within the national security concentration, for years including at the undergraduate level, graduate level, within executive education, and with our graduate fellows' program. Furthermore, our faculty has worked extensively with those practicing in national security to understand the needs of the workforce. This curriculum has been customized for this student population, those with 7+ years' work experience, but at the same time it is grounded in the foundations of: strategy, budgeting, ethics, leadership, and policy analysis which will provide a common starting point for our diverse student cohort. Like any academic program, however, we will continue to collect data, talk with students, monitor trends in the field, and evolve the program as needed.

How does the proposed course content compare to the other available Master's programs listed in the table on pp 26- 27? How does the content differ from the existing campus-based MPP program?

In general, we started with a focus on the fundamentals of the field; strategy, budgeting, ethics, leadership, and policy analysis as we challenged ourselves on ways to take this content to an advanced level, fit with student's professional practice, and connect to problems of a modern world. Comparative to our residential program, again the program is more advanced in scope to reflect our student's work experience, but it also differs in more opportunities to consider skill building for executives, as well as two specific classes (Team-Based Learning and Professional Practice) that connect our curriculum with student's work demands and job context. In context to those we most examined through external market research, our program is less focused, specifically on "terrorism", "emergency management", and the work of first responders (police, fire fighters, etc.). A comparison of course offerings is found in Table 1 below.

TABLE 1 – DUKE E-MNSP vs COMPARATIVE PROGRAMS

DUKE E-MNSP (Hybrid)	GEORGETOWN Master of Professional Studies in Applied Intelligence (Online)	GEORGE WASHINGTON Master of Professional Studies in Homeland Security (Online)	AMERICAN UNIVERSITY Online Master of Science in Counterterrorism and Homeland Security
Methods of Policy Analysis	Introduction to Applied Intelligence	Political Violence and Terrorism	Justice in the Face of Terror
Leadership in the National Security Policy Environment	Psychology of Applied Intelligence	Globalization of Threats and International Security	Causes of Terrorism and Political Violence
National Security Ethics	Applied Intelligence Communications	Methods of Analysis in Security	Domestic Terrorism and Political Violence
National Security Budgeting	Understanding Intelligence Collection	Intelligence and Strategic Analysis	Intelligence Analysis
National Security Strategy	Advanced Analytical Techniques	Information Systems Protection	Counter Terrorism Law & Policy
Institutions of National Security	Elective	Security and Civil Liberties	Introduction to Counter Terrorism Research I
Team-Based Learning for National Security Professionals	Elective	Strategic Planning and Budgeting Inter-Agency Cooperation	Introduction to Counter Terrorism Research II
Threats and Opportunities	Elective	Emergency Management and Crisis Communication	Seminar on National Security Policy
Elective	Elective	Managing the Politics of Leadership	Investigating Terrorism
Professional Practice in National Security	Ethics	Strategic Change Leadership	Crime and Conflict Nexus
	Capstone	Capstone Project	Cyber Threats and Security
			Foreign Fighters

The students take only one elective, and elective choices seem relatively narrow (also compared to the other programs' electives in the table). Presumably this is at least partly because online offerings will be relatively scarce (in post-COVID times). Are there strategies to increase elective choices?

There is a plan to connect with all applicable Schools across Duke to reach out and get a copy of the most current courses offered online and see where we can craft Memorandums of Understandings (MOU) for our students to take appropriate courses. With the growth of online offerings nationwide, and within Duke, during this past year (Covid) we anticipate these offerings (online / hybrid) to grow in number as student surveys have also confirmed this modality as being preferred by many, especially working professionals. If there are not enough applicable courses across the campus, however, to foster interdisciplinary collaboration then Sanford is prepared to offer Special Topics courses as choices for students, similar to offerings found in comparative programs. While again the goal is to create opportunity for our students to take classes within other Duke Schools, and gain that experience, creating Special Topics courses as needed will also be advantageous for our students so we can explore very current topics and issues in the real world. All of these choices will be made on a macro-level with program administration creating lists of applicable courses, and at the individual level, where faculty advisors will be working with each student to help them choose their best option of elective.

It's noted that in-person is allowed for electives as well. Do you expect any E-MNSP students to take in-person courses?

To build a diverse cohort of 20-25 students we are again targeting a geographical area of a six-hour drive to campus for prospective students. We anticipate many students might attend from Virginia, the Washington D.C. area and beyond, so we do not expect many students to take campus courses as an elective. It is completely possible, however, for local students, those at Fort Bragg, etc. to consider taking a course on campus as we also expect students to get flexibility from their job in taking our classes, so the option is available and will be a simple addition in adding to already running courses on campus.

How many online courses will the Director for Digital Learning be providing service for overall in Sanford?

While this appears to be a ten-course program, we will be starting with making nine courses. There are no immediate concerns in offering this instructional design support as; 1) it will be averaging only three courses a term, 2) we will start making courses well in advance, starting with the year prior to launch if approved, 3) faculty are much more advanced with online course elements through trainings conducted during Covid, along with their familiarity with Zoom and our LMS (Sakai) from the events of this past year, we also 4) have bandwidth from Learning Innovation if needed, 5) an internal, staffed recording studio, and 6) if we need more staff we can hire more staff. Previous to working at Duke, our Director of Digital Learning led a robust online catalog at the University of Florida with near 150 online or hybrid courses a year, so we feel comfortable with the time projections of creating online courses with strong instructional design help and representative of online teaching best practices. Table 2 also reflects our ongoing implementation plans and production schedule to best prepare for program launch.

TABLE 2 - EXECUTIVE MASTERS OF NATIONAL SECURITY (E-MNSP) – IMPLEMENTATION PLAN

	SPRING 2021	SUMMER 2021	FALL 2021	SPRING 2022	SUMMER 2022	FALL 2022	SPRING 2023
HIRING							
• Job Posting / Hiring Professor of Practice							
• Adjuncts							
MARKETING							
• Creation of Print Materials / Branding			ongoing	ongoing	ongoing	ongoing	ongoing
• Creation / Updating of Website			ongoing	ongoing	ongoing	ongoing	ongoing
• Creation and Updates of Analytic Ad Campaigns			ongoing	ongoing	ongoing	ongoing	ongoing
• Creation of Program Video Ad							
• Visiting Local Military Bases / National Security Org.			ongoing	ongoing	ongoing	ongoing	ongoing
ADMISSIONS							
• Set Admissions Profile on Website / Marketing							
• Create Admissions Profile on Slate							
• Set Admissions Deadlines							
• Create Admission Review Criteria / Review Team							
• Review First Applications							
• Notify Applicants / Set First Cohort							
• Registering Students for Classes							
COURSES							
• SUMMER ON-CAMPUS EXPERIENCE #1 - Planning							
• SUMMER ON CAMPUS EXPERIENCE #2 - Planning							
• PLAN - Team Based Learning and Professional Practice							
• SUMMER 2022 - Instructional Design / Course Creation							
• FALL 2022 - Instructional Design / Course Creation							
• SPRING 2023 - Instructional Design / Course Creation							
ADVISING							
• Set-Up Advising System for Students							
• Assign Students Advisors						ongoing	ongoing
OTHER							
• Creation / Updating of Data Management Systems					ongoing	ongoing	ongoing
• Setting up Financial Aid Systems							
• Setting up Career Services for Students							

Do you expect to consider an in-person option later, or is the intent to maintain the degree as mostly online?

At this point, with already having a campus-based National Security MPP concentration, and the emphasis on wanting to grow Digital Programming within Sanford and offering this program for working professionals within a 6-hour driving radius, the plan is to keep this an online (hybrid) program for the foreseeable future. Working professionals like the flexibility of this schedule, but again it will have campus-based experiences in the summer and for select weekends throughout the program. Changing this program to an in-person program would also jeopardize the key tenet of the value proposition, the courses can be taken while the student remains in a professional work status. Students desiring to attend in-person courses will be referred to the MPP-National Security Concentration.

Can you provide statistics for women and underrepresented minorities among current faculty, and the potential pool of instructors for this degree?

Within Sanford we are proud of our diverse faculty and staff, and our long-standing diversity within our student population. Needed efforts to build on, and increase, diversity within our faculty and programming are always ongoing. Our current pool of RR faculty in national security is predominantly about 5 white males, but we have recently hired a white female. We have, however, significant capacity to have other RR faculty members visit in different classes to ensure wider exposure. We also have several NRR white women who could teach in the program.

One of the attractions of adding this program is our ability to broaden the diversity of the faculty, with faculty hires. With the model being one of switching faculty in-between the programs, we could imagine bringing as much as 4-5 additional faculty to become affiliated in one way or the other with this program. We would make a concerted effort to hire persons who would add to the diversity of the faculty.

Can you describe your specific strategies for improving diversity in recruitment, both for the students and for the instructor(s) to be hired?

As part of our Diversity, Equity, and Inclusion (DEI) plan we have developed a hiring strategy for diversifying applicant pools. In the last six to seven years, Sanford has had a strong record of hiring diverse faculty. Currently three of our eight assistant professors are black, for example, and five are women. In the last two years we hired three tenured professors, all three women. These recent hires demonstrate a growing track record for diversity hires and success of our DEI plan. Also, the nature of these classes being “online” allows us to accept applications from potential faculty all across America, the world, etc., allowing for a potentially larger, diverse pool.

As we move forward with admissions and recruitment of prospective students we will rely on our connections in the field and will work with managers, leaders, and executives within the military and national security sector to identify and encourage working professionals to apply, especially those who are female and underrepresented minorities. Also, we have worked hard in this proposal to keep the program affordable, to hopefully be more attractive to a larger applicant base.

To demonstrate our commitment to these efforts, and to establish a baseline of results, in this last applicant pool for our (campus) MPP class, we saw an increase in

the diversity of the applicant pool. For example, 31 percent of domestic applicants (106 applications) came from diverse backgrounds as follows:

- 40 Black/African American
- 4 Black/African American & White
- 2 Black/African American & Asian & White
- 1 Black/African American & American Indian
- 1 American Indian/Alaska Native & White
- 38 Hispanic
- 47 Asian
- 10 Asian & White
- 1 Asian & Native Hawaiian/Pacific Islander & White

For the first class of 20 students, how many applicants are you aiming for?

In a recent marketing meeting we discussed hoping for 50, but again we anticipate having initial admission pools in the first few years being very targeted with recommended students of high quality. We have, however, also had indications from some organizations that they are considering supporting a certain number of students, which would mean that our yield rate might be above expected.

What do you see as possible for long-term future of this program? What criteria will you use to decide whether and how much to grow?

Growth in this space is always best when it is organic and uses the budget model to guide expansion, having built-in aspects which trigger the hiring of new staff, faculty, etc. We are, however, offering an intimate experience, want a cohort model, and are offering networking opportunities, etc. so above all we want to always maintain great, individual attention for our students. There is also the consideration of the current size of 20-25 students projected because best practices dictate when a program starts getting over that number it starts to ask the question of creating more than one section of a class, etc. We are also offering this program every year, allowing for more students as a lot of online programs do cohorts every two years, etc.

If there is great demand for this program, and more opportunities are needed for the workforce, we will certainly look into growing the program. We anticipate using these projected numbers for the first three to five years of the program to truly ascertain the long-term demand of the program versus a quick start-up of students who had been waiting for such an opportunity to be offered in this region. We also want to share we are working towards an Executive MPP in the future as well, so that will be available for another online population and with some of these E-MNSP courses created (and online) perhaps there could be a “concentration” for that degree in National Security

The availability of faculty is the prime restriction on program growth. It is not our intent to make this course an “island” within Sanford that uses adjuncts to execute the curriculum; instead, we have designed a plan to integrate regular rank faculty on a rotational basis along with professors of the practice, and with limited augmentation from adjuncts. While the balance is delicate, we have a feasible way forward. Increasing the size of the program would require broader decisions within Sanford regarding faculty availability.