MEMORANDUM

TO: Steve Fetter, Dean  
   School of Public Policy

FROM: Phyllis Peres  
       Associate Provost for Academic Planning & Programs

DATE: July 18, 2005

RE: Proposal to Offer a Post Baccalaureate (Graduate) Certificate in Intelligence Analysis (PCC Log No. 04092)

Your proposal to offer a Post Baccalaureate (Graduate) Certificate in Intelligence Analysis received final approval on July 12, 2005 by Chancellor William E. Kirwan. The certificate is effective beginning the Fall semester of 2005. Enclosed is a copy of the letter from Dr. Kirwan, along with a copy of the approved program and the signed cover sheet. I have also enclosed a July 11, 2005 letter from the Maryland Higher Education Commission indicating the assigned HEGIS and CIP codes.

The School of Public Policy should ensure that this certificate program is appropriately reflected in all University documentation.

Enclosures

Cc: Sylvester Gates, Senate Chair-Elect and PCC Committee Chair, 2004-2005  
   William Destler, Provost  
   Mary Giles, University Senate  
   Barbara Hope, Data Administration  
   Sarah Bauder, Student Financial Aid  
   Gay Gullickson, Graduate School  
   Anne Turkos, Archives  
   Linda Yokoi, Office of the Registrar  
   Christopher Foreman, School of Public Policy
July 12, 2005

Dr. C.D. Mote, Jr.
1101 Main Administration Building
University of Maryland, College Park
College Park, MD 20742

Dear Dan:

Thank you for forwarding the request from University of Maryland, College Park to offer a new Post Baccalaureate Certificate in Intelligence Analysis, based on a 12 credit curriculum consisting entirely of courses that are already part of the master’s degree program in Public Policy. I am pleased to approve this recommendation.

Sincerely,

William E. Kirwan
Chancellor

cc: Dr. Irwin Goldstein
    Ms. Theresa Hollander
    Dr. William Destler
    Dr. Phyllis Peres
July 11, 2005

Dr. C. D. Mote, Jr.
President
University of Maryland, College Park
College Park, Maryland 20742

Dear Dr. Mote:

The Maryland Higher Education Commission has reviewed a request from the University of Maryland, College Park to offer a new Post-Baccalaureate Certificate (PBC) in Intelligence Analysis consisting completely of courses from the existing Master's degree in Public Policy. I am pleased to inform you that the new certificate program has been administratively approved. This decision was based on an analysis of the program in conjunction with the Maryland Higher Education Commission's Policies and Procedures for Academic Program Proposals and the Maryland State Plan for Postsecondary Education. The program demonstrates potential for success, an essential factor in making this decision.

For purposes of providing enrollment and degree data to the Commission, please use the following academic program inventory code:

<table>
<thead>
<tr>
<th>New Program</th>
<th>HEGIS</th>
<th>CIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>PBC in Intelligence Analysis</td>
<td>2299-12</td>
<td>44.0501</td>
</tr>
</tbody>
</table>

Should the program require any substantial changes in the future, please keep the Commission apprised. I wish you continued success.

Sincerely,

Calvin W. Burnett
Secretary of Higher Education

cc: Dr. Irwin L. Goldstein, Vice Chancellor for Academic Affairs, USM
    Ms. Theresa Hollander, USM
    Ms. Phyllis Peres, Associate Provost for Academic Planning and Programs Designate, USM
THE UNIVERSITY OF MARYLAND, COLLEGE PARK
PROGRAM/CURRICULUM PROPOSAL

DIRECTIONS: Provide one form with original approval signatures in lines 1 - 4 for each proposed action. Keep this form to one-page in length. Forms and appropriate attachments should be submitted to the Office of Academic Affairs, who will assign a Log Number to each proposal. Also submit an electronic version of as much of the proposal as is possible.

DATE SUBMITTED____April 15, 2005

COLLEGE/SCHOOL__School of Public Policy

DEPARTMENT/PROGRAM__

PROPOSED ACTION (A separate form for each) ADD__X____ DELETE_______ CHANGE_____

DESCRIPTION (Provide a succinct account of the proposed action. Details should be provided in an attachment. Provide old and new sample programs for curriculum changes.)

Establish a new Post Baccalaureate Certificate in Intelligence Analysis

JUSTIFICATION/REASONS/RESOURCES (Briefly explain the reason for the proposed action. Identify the source of new resources that may be required. Details should be provided in an attachment.)

See Attached

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APPROVAL SIGNATURES

1. Department Committee Chair
   
2. Department Chair
   
3. College/School PCC Chair ________________ ____________________________ 4/21/05
   
4. Dean ________________ ____________________________ 4/21/05
   
5. Dean of the Graduate School (if required) ________________ ____________________________ 5/06/05
   
6. Chair, Senate PCC ________________ ____________________________ 6/15/05
   
7. Chair of Senate ________________ ____________________________ 7/18/05
   
8. Vice President for Academic Affairs & Provost 
   
VPAAP Rev. 3/1/04
POST BACCALAUREATE CERTIFICATE IN INTELLIGENCE ANALYSIS

A. Mission

In its Mission Statement (November 2000), the University of Maryland College Park recommitted itself to “achieving excellence as the State’s primary center of research and graduate education” and dedicated itself to further growth and development in the social science and public policy areas. It also pledged to continue to address issues of increasing importance to government agencies and to seek greater engagement with and outreach to federal, state, and local government, and organizations that support the public sector. The Maryland School of Public Policy (MSPP) proposes to create a graduate certificate program in Intelligence Analysis in an attempt to not only broaden existing offerings at MSPP that directly respond to current public sector needs, but also to help build a new capability to address the public policy issues inherent in the achievement of international and homeland security.

B. Characteristics of the Proposed Program

1. Educational Objective

The objective of the Certificate Program in Intelligence Analysis is to develop students’ proficiency in a uniform set of core conceptual competencies and skills that all those involved in the delivery and support of major national security and intelligence agencies should possess, as well as additional conceptual competencies important to particular forms of intelligence analysis.

2. Curriculum Design

a) Factors considered in developing the proposed curriculum

MSPP believes that the need for highly-educated analysts and intelligence personnel is greater today than it has ever been. MSPP has tracked numerous reports and articles detailing the intelligence community’s (IC) increased need and ramped up efforts to attract, employ, and retain greater numbers of analysts. Complicating the IC’s efforts toward achieving this goal is the impending loss of institutional knowledge as many of the intelligence agencies’ most talented senior leaders prepare for retirement. While statistics remain classified, new hires will number in the thousands in the years upcoming. As one example, in November 2004 President Bush ordered the CIA to double the number of analysts it employs.

In developing the proposed Certificate, MSPP considered that those involved in the delivery and support of major national security and intelligence policies should possess a well-thought-out, uniform set of core competencies. The proposed Certificate will begin to provide the intelligence and law enforcement community with these skills.

Currently there are few educational programs specifically designed for intelligence analysis. Mercyhurst College in Erie, PA has a certificate and a degree program in intelligence studies. Other universities offer programs in security studies, including Georgetown University and George Washington University, but none offers a certificate program specifically for analysts. It is likely that other universities, including local universities, will soon establish such programs and MSPP believes it is important to be first in this sphere.
b) Overview of program characteristics

The certificate will consist of four, three-credit courses (12 graduate academic credits in total). Students may choose four courses below to complete their certificate. One course, Intelligence Policy and Organization is required; all others are elective. There is no thesis option for the program.

- Intelligence Policy and Organization (PUAF 698N)
- Problems of Global Security (PUAF 724)
- Terrorism and Democracy (PUAF 722)
- U.S. Foreign Policy Process (PUAF 780)
- International Security (PUAF 720)
- International Economic Policy (PUAF 781)

The program is intended to be offered on a cohort basis and courses will be determined cohort-wide rather than letting each student choose his or her own electives. When appropriate for a particular cohort, substitute courses for one or more of the courses above may be developed and offered. Examples of other possible courses and/or topics may include:

- Seminar in Intelligence Analysis
- Critical Thinking for Analysts
- Engineering for Analysts: A Survey Course

The Certificate will be administered through the School of Public Policy’s International Security and Economics Program (ISEP). The Director of ISEP, Dr. I.M. (Mac) Destler, will provide oversight of the certificate. A program advisory committee will be established consisting of the permanent ISEP faculty members, Dr. William Lahneman (see below) and Mr. Thomas Kennedy, Director of the School’s Office of Executive Programs.

3. Faculty

The program will utilize MSPP’s nationally renowned, resident practitioner-scholars as well as adjunct faculty who are preeminent in the field. Permanent faculty members may teach these courses either as part of their regular teaching load or on an overload basis. This will be decided on a case-by-case basis. To ensure that the finances work (see below) the budget assumes the more expensive on-load option.

It is our expectation that core faculty would teach most of the courses. The School is about to hire two new faculty members in its ISEP program who can assist with the School’s overall teaching obligations to the extent that permanent faculty will be teaching on-load in the certificate.

MSPP and Engineering faculty likely to teach in the program include:

- Dr. I.M. (Mac) Destler, Professor; Director, Ph.D. Program; Director, Program on International Security and Economic Policy; Senior Fellow, Center for International and Security Studies at Maryland; Visiting Fellow, Institute for International Economics;
- Dr. John Steinbruner, Professor; Director of the Center for International and Security Studies at Maryland; and
Admiral Stansfield Turner, Professor; Senior Research Scholar at the Center for International and Security Studies at Maryland; former Director of Central Intelligence;

Adjunct faculty likely to teach in the program will include persons such as:

- Dr. William Lahneman, (PhD. Johns Hopkins), Associate Director for Programs at the Center for International and Security Studies at Maryland who will also serve as the certificate program’s academic director to provide curriculum and program continuity; and
- Dr. William Nolte (PhD. University of Maryland), Deputy Assistant Director of Central Intelligence for Analysis and Production, U.S. Central Intelligence Agency.

4. **Student Audience**

   It is anticipated that through marketing and outreach to the Intelligence Community, the certificate program can attract up to 40 students per year. Students will be current professionals in the agencies that comprise the intelligence community, new entrants into those agencies, (i.e. people who have been hired but who have not yet received security clearance to begin work), and employees of organizations that perform outsourced intelligence work in support of government.

   The students in the certificate program must meet the standards of admission to the University. The client may make suggestion as to whom they would like to have participate in the program, but the University will control all admissions decisions.

5. **Technology**

   Technology plays a central role in the acquisition and analysis of intelligence data and thus will be covered to some degree in all courses. As indicated above, we will also offer an engineering elective for those cohorts requiring a more sophisticated understanding of the technological underpinnings of intelligence analysis. More generally, students' familiarity with basic productivity software, such as word processing programs and spreadsheets, will be enhanced through work assignments.

6. **Library Resources**

   All students will have access to the university’s electronic library and its holdings, inter-library loan and campus borrowing privileges. Accounts for email and library access will be provided by the University. Any documents or other materials required by the program that are not readily available to individual students through university and public sources will be directly provided by the certificate program as part of the enhanced services made possible by the non-standard tuition charge.

7. **Facilities**

   The certificate program may be conducted on-campus, at an off-campus site, or a combination of the two. The budget below assumes the off-site alternative.
C. Finance

The two tables below briefly describe the sources and uses of funds for the proposed program. The program is to be administered by the Office of Executive Programs, an entrepreneurial, self-support unit within the School. The staff of OEP will do the marketing and outreach to agencies and the general public to secure the student tuition to support the program.

Students in the cohort are likely to be a mix of resident and non-resident. It is proposed that tuition be set at the School of Public Policy’s standard non-resident charge at the time the client agrees to fund the cohort. MSPP understanding of the market leads the School to believe that client agencies will be willing to pay one standard rate regardless of residency if the rate includes tuition, fees, books, academic oversight, and ancillary activities if any.

The figures below presume the School’s proposed FY05-06 tuition of $1,025 per credit will be charged. MSPP understanding of the market leads the School to believe these tuition rates are consistent with what the IC is willing to pay. The figures below assume a class of 20 students. Should enrollment be higher and any “net revenues” are realized, they may be used to fund on-campus courses to enable campus degree students to earn the certificate as a supplement to their degree program.

### TABLE 1: RESOURCES

<table>
<thead>
<tr>
<th>Categories</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
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<tr>
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<td>$0</td>
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<td>2. Tuition Revenue</td>
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<tr>
<td>a. Number of Students</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>b. Tuition and Fee Rate</td>
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<td>$12,859</td>
<td>$12,859</td>
<td>$12,859</td>
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<td>c. Annual Revenue</td>
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<td>$257,180</td>
<td>$257,180</td>
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<td>3. Grants, Contracts, and Other Sources</td>
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<td>$0</td>
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<tr>
<td>4. Other Sources</td>
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<td>TOTAL</td>
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<td>$257,180</td>
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</tr>
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TABLE 2: EXPENDITURES

<table>
<thead>
<tr>
<th>Expenditure Categories</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Total Faculty Expenses</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. # FTE</td>
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<td>b. Total Salary</td>
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<td>$112,000</td>
<td>$112,000</td>
<td>$112,000</td>
<td>$112,000</td>
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<tr>
<td>c. Total Benefits</td>
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<td>$28,000</td>
<td>$28,000</td>
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<td>3. Total Staff Expenses</td>
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</tr>
<tr>
<td>a. # FTE</td>
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<td>1</td>
<td>1</td>
</tr>
<tr>
<td>b. Total Salary</td>
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<td>$60,000</td>
<td>$60,000</td>
<td>$60,000</td>
<td>$60,000</td>
</tr>
<tr>
<td>c. Total Benefits</td>
<td>$15,000</td>
<td>$15,000</td>
<td>$15,000</td>
<td>$15,000</td>
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<td>3. Textbooks</td>
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<td>$12,000</td>
<td>$12,000</td>
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<tr>
<td>4. New or Renovated Space</td>
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<td>5. Facilities</td>
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<td>$17,775</td>
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<tr>
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<td>$254,775</td>
<td>$254,775</td>
<td>$254,775</td>
<td>$254,775</td>
</tr>
</tbody>
</table>

1. Faculty expenses assume an average cost for on-load MSPP faculty plus benefits for four courses.
2. Staff expenses assume ⅓ FTE plus benefits for Dr. William Lahneman, currently Associate Director for Programs at the School’s Center for International and Security Studies at Maryland; ½ FTE for Ms. Alaine Gherardi, Assistant Director in the School’s Office of Executive Programs; and the equivalent of ⅓ FTE of from the School’s existing administrative staff. No new staff will need to be hired.
3. Textbooks at approximately $150 per course.
4. Facilities based on current rates charged by the Council for Excellence in Government for its classroom space.