May 15, 2009

MEMORANDUM

TO: Robert Schwab
    Interim Dean, College of Behavioral and Social Sciences

FROM: Phyllis Peres
      Associate Provost for Academic Planning and Programs

SUBJECT: Proposal to modify the curriculum of the Post-Baccalaureate Certificate in Terrorism Analysis (PCC log no. 08069)

At its meeting on today, the Senate Committee on Programs, Curricula and Courses approved your proposal to modify the curriculum of the Post-Baccalaureate Certificate in Terrorism Analysis and to offer the program fully online. A copy of the approved proposal is attached.

The changes are effective Fall 2009. The College should ensure that the changes are fully described in the Graduate Catalog and all relevant descriptive materials, and that all advisors are informed.

CWR/

Enclosure

cc: Carmen Balthrop, Chair, Senate PCC Committee
    Sarah Bauder, Office of Student Financial Aid
    Reka Montfort, University Senate
    Barbara Hope, Data Administration
    Denise Nadasen, Institutional Research & Planning
    Anne Turkos, Archives
    Linda Yokoi, Office of the Registrar
    Thomas Castonguay, Graduate School
    Katherine Pedro Beardsley, College of Behavioral and Social Sciences
    Kathie Smarick, START Center
    Kate Worboys, START Center
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.
- Early consultation with the Office of the Associate Provost for Academic Planning & Programs is strongly recommended if there are questions or concerns, particularly with new programs.
- Please submit the signed form to Claudia Rector, Office of the Associate Provost for Academic Planning and Programs, 1119 Main Administration Building, Campus.
- Please email the rest of the proposal as an MSWord attachment to pcc-submissions@umd.edu.

DATE SUBMITTED April 08069

COLLEGE/SCHOOL BSOS

DEPARTMENT/PROGRAM BSOS/National Consortium for the Study of Terrorism and Responses to Terrorism

PROPOSED ACTION (A separate form for each) ADD DELETE CHANGE X

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.)

Modify the curriculum of the Post-Baccalaureate Certificate in Terrorism 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.)

Program faculty and administrators have identified a need to revise the Certificate to place a much greater emphasis on the social and behavioral aspects of terrorism studies and analysis. (The academic home of the Certificate is being moved from PUAF to BSOS by separate action.)

APPROVAL SIGNATURES - Please print name, sign, and date

1. Department Committee Chair

   [Signature]  4-16-09

2. Department Chair

   [Signature]  4-16-09

3. College/School PCC Chair

   [Signature]  4-16-09

4. Dean

   [Signature]  4-16-09

5. Dean of the Graduate School (if required)

   [Signature]  5/18/09

6. Chair, Senate PCC

   [Signature]  5/15/09

BSS 09-15
7. Chair of Senate
8. Vice President for Academic Affairs & Provost

[Signature]

5/19/09
Curriculum Change Proposal

This proposal seeks to modify the requirements of the Post-Baccalaureate Certificate in Terrorism Analysis from an option to choose among several BSOS and PUAF courses to a structured program consisting of four required courses, all within BSOS. (The academic home of the Certificate is being moved from PUAF to BSOS by separate action.)

Rationale for Change. The program was initially structured based on the needs of its intended clients—namely, large consulting firms interested in training their employees to analyze trends in terrorism and counterterrorism for government departments and agencies. As a result, the program contained several components that emphasized professional analytical tools used in the intelligence and homeland security communities. After becoming involved in corporate executive education, however, it became clear to START and PUAF that other institutions have already established themselves as the most effective trainers of professional analytic tools. After surveying existing programs with a focus on topics related to terrorism, START also determined that the market has been well-saturated with courses being taught from a public policy perspective. As such, START wishes to move the program towards a stronger emphasis on social and behavioral sciences, thereby distinguishing itself from the many existing programs addressing topics related to terrorism and also playing to START’s primary strengths, i.e. rigorous, social and behavioral science-based study of terrorism.

START is requesting the removal of PUAF courses and supplementation of BSOS courses in order to facilitate the program’s new focus on social and behavioral science scholarship on terrorism. START also proposes moving to a structured four-course sequence rather than maintaining a program with opportunities for electives. START believes this approach will help keep the program at a manageable size and capacity and believes that the increased structure for student learning will ensure that students are meeting the learning objectives laid out for the program and receiving a uniformly high-caliber education.

Current Certificate Requirements

Choose either two or three courses from among:
- PUAF 699W/BSOS630: Motivations and Intents of Terrorists and Terrorist Groups
- PUAF 6XX/BSOS 6XX: Trends in Terrorism and Counterterrorism
- PUAF 6XX/BSOS 6XX: Tools and Practice of Terrorism Analysis

Choose one or two from among:
- PUAF 699H: Homeland Security
- PUAF 722: Terrorism and Democracy
- PUAF 720: International Security
- PUAF 724: Problems of Global Security
- Other TBD

Proposed Certificate Requirements

Four required courses (no prerequisites except where specified):

- **BSOS 630: Motivations and Intents of Terrorists and Terrorist Groups.** This course will provide an introduction to the study of terrorism, focusing on explaining the formation of terrorist groups and the motivations behind terrorist behavior. To do so, it will draw upon theories from social psychology, sociology, political science, criminology, and history. The course will draw heavily from historical examples as well as current examples of international and domestic terrorist groups around the world.

- **BSOS 631: Societal Impacts of, and Responses to Terrorism.** This course will address the manners in which a variety of different actors respond to both terrorist incidents and the threat of terrorism. The course will begin by looking at the impact of 9/11 on life in the United States and around the world. The course will then examine local responses to terrorist incidents (9/11 and other events), looking at emergency response organizations, community organizations, and volunteerism. The course will also look at local impacts of terrorism including effects on individual and group attitudes and behaviors. The course will then move to policy decisions made in response to both terrorist attacks and the threat of terrorism, addressing such issues as homeland security planning, border security, and surveillance. In addition, the course will examine terrorism prevention, deterrence, interdiction, and mitigation efforts, examining law enforcement responses to terrorism, intelligence and investigation processes, and military solutions to terrorist violence. Finally, the course will address individual and community recovery from terrorist attacks, looking at such issues as psychological impacts of trauma, historical memory, and effects of disaster on civil society. The goal of the course will be to develop a multifaceted perspective on individual and community resilience in the face of terrorist threats.

- **BSOS 632: Development of Counterterrorism Policy and Programs.** This class will explore counterterrorism (CT) policies and policy making since 2001 as well as the programs developed by Departments and Agencies to implement these policies. This course draws from the current policy making process in the Federal government focusing on the National and Homeland Security Councils at the White House. The class will provide insight into Federal Departments and Agencies in the CT community focusing on how they interact in the policy making process, their major CT equities, and how these policies have been translated into real-world programs and applications. The course will challenge the students to consider problems and solutions for homeland and national security not only today, but ten to twenty years from now as well. One of the lessons learned from 9/11 was our Federal government’s failure to successfully thwart terrorism both at home and abroad. The Federal government’s lack of vision and understanding of the problem led to policies and programs not capable of countering the threat. This course will emphasize the need for students to be creative and forward looking in their analysis and not accept the status quo as the correct answer.
• **BSOS 633: Research Methods in Terrorism and Counterterrorism.** This course involves the practical aspect of the role quantitative research methods and statistics in understanding terrorism by the scientific and intelligence communities. The course should provide students with 1) a basic understanding of the methods of quantitative research available to social scientists studying terrorism, 2) the connection between information and data, and 3) how to make sense out of a body of data. It will cover a variety of design issues, methodological issues and analytic techniques. The techniques provide a springboard for the discussion of important methodological issues: the relationship between theory and data, the logic of inference, causality, data collection, model specification, standardized versus unstandardized data and many others.
  
  o **Prerequisite(s): Motivations and Intents of Terrorists and Terrorist Groups; OR Societal Impacts of, and Responses to Terrorism; OR Development of Counterterrorism Policy and Programs**

Students would have the opportunity to begin the sequence with any of the first three courses (*Motivations and Intents of Terrorists and Terrorist Groups; Societal Impacts of, and Responses to Terrorism; or Development of Counterterrorism Policy and Programs*) and would be allowed to enroll in those courses in any order.

START will schedule the program on the four term/year model currently utilized by the Department of Geography’s Masters of Professional Studies in Geospatial Information Sciences. This model will allow students to complete the program in 12 months. START has chosen this model in order to maintain interest in the program from working professionals. START believes that professionals working in the fields of homeland/national/international security, or individuals interested in entering such career paths, will make up the bulk of students in the program.

Assuming an enrollment of 15 to 40 students each semester, START will offer courses according to the following schedule:

- Term 1: 9/1/09-11/21/09  
  - *Motivations and Intents of Terrorists and Terrorist Groups*
- Term 2: 12/1/09-2/20/10  
  - *Societal Impacts of, and Responses to Terrorism*
- Term 3: 3/2/10-5/22/10  
  - *Development of Counterterrorism Policy and Programs*
- Term 4: 6/1/10-8/21/10  
  - *Trends in Terrorism and Counterterrorism*
- Term 1: 9/1/10-11/21/10  
  - *Motivations and Intents of Terrorists and Terrorist Groups*
- Term 2: 12/1/10-2/20/11  
  - *Societal Impacts of, and Responses to Terrorism*
- Term 3: 3/2/11-5/22/11  
  - *Development of Counterterrorism Policy and Programs*
- Term 4: 6/1/11-8/21/11  
  - *Trends in Terrorism and Counterterrorism*

If enrollment grows to 60 students or more, START will consider offering two courses each term.
**Teaching Format**
While this change will not require authorization, START anticipates offering the Post-Baccalaureate Certificate in Terrorism Analysis as a fully online program with no in-person requirement. Currently, several courses have already been offered in an online and/or hybrid format. The move to a fully online program will not substantially alter program content (aside from the requested curriculum changes.)

Courses will be taught in a synchronous online learning environment using Blackboard and Wimba Live. START believes this approach will allow the program to benefit from a larger array of faculty members and guest speakers. This approach will also allow START to recruit students from a wide variety of locations and backgrounds. However, should circumstances change, START may again offer the courses in a face-to-face format.

**Existing Students**
The Post-Baccalaureate Certificate in Terrorism Analysis has never been offered on an open-enrollment basis. OEP and START have worked with Booz Allen Hamilton and BAE Systems to develop memoranda of agreement obligating OEP and START to offer a sequence of four courses on-site at each location. The memoranda of agreement required OEP and START to offer each course once in each location, giving students an opportunity to complete the certificate only if they enrolled in each course in succession. The Booz Allen Hamilton program concluded in December 2008, and the BAE Systems program will conclude in August 2009. If students have taken courses through the Certificate program’s iterations at BAE Systems or Booz Allen Hamilton but have not completed the program under the specific memoranda of agreement in place between the START/OEP partnership and those institutions, students will be able to complete the program under the new requirements, using their prior courses to substitute for required courses as appropriate.