TO: Dr. Paul Yu, College President

FROM: The Faculty Senate Meeting on: April 21, 2003

RE: I. Formal Resolution (Act of Determination)
    II. Recommendation (Urging the Fitness of)
    III. Other, For Your Information (Notice, Request, Report, etc.)

SUBJ: Master of Public Administration Emphasis in Public Safety

Signed: [Signature] Date Sent: 4/24/03
(Dr. Kenneth O’Brien, 2002-2004 Faculty Senate President)

TO: The Faculty Senate

FROM: Dr. Paul Yu, College President

SUBJ: Decision and Action Taken on Formal Resolution (circle)

a. Accepted: Effective Date: 5/5/03
b. Deferred for discussion with the Faculty Senate on _______ ______
c. Unacceptable for the reasons contained in the attached explanation

II, III. Response to Recommendation or Other/FYI

a. Received and acknowledged
b. Comment:

DISTRIBUTION TO: President’s Staff and School Deans

Distribution Date: 4/27/03
Signed: [Signature] Date: 5-5-03
(Dr. Paul Yu, President, SUNY College at Brockport)
Proposal for the Master of Public Administration Emphasis in Public Safety

This proposal is submitted under the "1996-97 GUIDELINES FOR SUBMITTING PROGRAM PROPOSALS TO THE GRADUATE CURRICULUM AND RESEARCH POLICIES STANDING COMMITTEE OF THE FACULTY SENATE" and conforms to part B GUIDELINES FOR NEW OPTIONS IN EXISTING PROGRAMS" 
February 24, 2003

Academic Rationale

Public safety agencies have become increasingly more dependent on highly educated personnel to carry out their mission, meet community expectations, and provide effective and efficient service in an ever-changing environment. This is especially true as individuals progress to higher rank and responsibility, particularly at the supervisory, administrative, and managerial levels of the organization. Today's public safety manager requires the same education and training as any business or public executive. Dependence on a philosophy of "learn as you go" from on-the-job experience is insufficient and demands a higher order of preparation.

For purposes of clarification, public safety agencies include: County Probation, State and Federal Parole, Emergency Management Systems, Municipal and County Fire Departments, Municipal, County, State, and Federal Police Agencies, Municipal, County, State, and Federal Correctional Institutions, and Ancillary Services such as Emergency 911 Dispatch, Immigration and Naturalization Service, and Environmental Conservation.

The Master of Public Administration degree offers courses that are particularly relevant to supervisors, managers and administrators in public safety agencies. An emphasis in public safety will offer courses that meet the unique needs of this professional group and will provide them the academic training necessary to manage public safety organizations. Therefore the faculties of the Departments of Criminal Justice and Public Administration propose to offer the Master of Public Administration with an Emphasis in Public Safety (MPA/EPS).

Evidence of Demand

A mail questionnaire was developed to solicit information from individuals who work in public safety related organizations and who would most likely represent future students in the master's program being contemplated. A review of criminal justice/public safety literature, as a field of study, provided the basis for the individual questions. Question responses utilized nominal, ordinal (Likert scales) and interval response categories. The introduction and purpose of the study and instructions to respondents were incorporated as the first sheet of the questionnaire. A draft of the completed questionnaire was sent to ten individuals, who are considered experts in the field of public safety, requesting their review and comments. Their responses resulted in revision of the questionnaire used in this study.

The questionnaire was mailed to 363 individuals in public safety agencies (police, corrections, fire, E-911, probation, etc.) in the Monroe County Region, the primary source of students for the proposed program. Included in this sample were individuals who have attended continuing professional development programs at SUNY Brockport and departmental supervisors, administrators, and managers with whom the Criminal Justice Department maintains contact. The geographic area selected represents the most
accurate market picture of future students for the proposed program. The population surveyed represents the diversity of public safety agencies including police, fire, Emergency 911, Probation, Parole, and other criminal justice/public safety organizations. Of the 363 individuals surveyed, 108 (29.7%) returned completed questionnaires.

Table 1 shows the general categories of agencies that received questionnaires and the number of questionnaires returned by individuals in those agencies. Where-as our survey of the field was exploratory, we are none-the-less pleased with responses. A more intense follow-up and marketing program will be undertaken prior to implementation of this program.

Table 1

<table>
<thead>
<tr>
<th>Agency Type</th>
<th>Questionnaires Sent</th>
<th>Questionnaires Returned</th>
<th>Percent Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Probation/Parole</td>
<td>20</td>
<td>9</td>
<td>45%</td>
</tr>
<tr>
<td>Emergency Management</td>
<td>3</td>
<td>3</td>
<td>100%</td>
</tr>
<tr>
<td>Fire Dept.</td>
<td>2</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Police Dept.</td>
<td>162</td>
<td>57</td>
<td>35.2%</td>
</tr>
<tr>
<td>Corrections</td>
<td>9</td>
<td>5</td>
<td>55.5%</td>
</tr>
<tr>
<td>Sheriff</td>
<td>38</td>
<td>9</td>
<td>23.7%</td>
</tr>
<tr>
<td>Emergency 911</td>
<td>6</td>
<td>2</td>
<td>33.3%</td>
</tr>
<tr>
<td>Courts</td>
<td>2</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Public Safety</td>
<td>16</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Law Enforcement</td>
<td>3</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Academy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attorneys Offices</td>
<td>4</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>University/college</td>
<td>27</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Youth bureau</td>
<td>5</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Hospitals</td>
<td>6</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>DEC</td>
<td>4</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Other-We do not have a category for these people.</td>
<td>24 (^1)</td>
<td></td>
<td>N/A</td>
</tr>
<tr>
<td>Local Justice</td>
<td>39</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Federal Justice</td>
<td>11</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Totals</td>
<td>357</td>
<td>109</td>
<td>30.5%</td>
</tr>
</tbody>
</table>

The questionnaire was mailed to respondents using a master list of names and addresses maintained in the Criminal Justice Department. Included in the mailing packet were the survey questionnaire and a stamped return addressed envelope. A follow up questionnaire was not sent to non-respondents. Survey information was entered into a Microsoft Excel spreadsheet and later downloaded to SPSS for analysis.

\(^1\) Represents individuals loosely associated with criminal justice but who attended related functions at SUNY Brockport/CRJ Programs and includes potential future MPA/EPS students.
Table 2, Respondents Who Indicated They Would Enroll in the MPA/EPS Program, indicates a strong demand for the program. Sixty-eight percent (N=102) of the respondents either agreed or strongly agreed that they would enroll in the program.

Table 2
Respondents Who Indicated They Would Enroll in the MPA/EPS Program

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Validly agree</td>
<td>23</td>
<td>21.1</td>
<td>22.5</td>
<td>22.5</td>
</tr>
<tr>
<td>agree</td>
<td>47</td>
<td>43.1</td>
<td>46.1</td>
<td>68.6</td>
</tr>
<tr>
<td>disagree</td>
<td>28</td>
<td>25.7</td>
<td>27.5</td>
<td>96.1</td>
</tr>
<tr>
<td>strongly</td>
<td>4</td>
<td>3.7</td>
<td>3.9</td>
<td>100.0</td>
</tr>
<tr>
<td>disagree</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>102</td>
<td>93.6</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing System</td>
<td>7</td>
<td>6.4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>109</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 3, Respondents Who Indicated That The Program Would Help Them Advance In Their Career, provides some insight into why respondents would enroll in the program. Eighty-one percent (N= 107) of the respondents either agreed or strongly agreed that the program would help them to advance in their career.

Table 3
Respondents Indicating the Program Would Help with Career Advancement

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Validly agree</td>
<td>32</td>
<td>29.4</td>
<td>29.9</td>
<td>29.9</td>
</tr>
<tr>
<td>agree</td>
<td>55</td>
<td>50.5</td>
<td>51.4</td>
<td>81.3</td>
</tr>
<tr>
<td>disagree</td>
<td>17</td>
<td>15.6</td>
<td>15.9</td>
<td>97.2</td>
</tr>
<tr>
<td>strongly</td>
<td>3</td>
<td>2.8</td>
<td>2.8</td>
<td>100.0</td>
</tr>
<tr>
<td>disagree</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>107</td>
<td>98.2</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing System</td>
<td>2</td>
<td>1.8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>109</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4, Frequency Distribution Of Rank For The Sample, shows the rank of the respondents. Over 58% (N= 103) of the respondents were at the rank of Sergeant or above. Add to this the almost 26% of respondents that considered themselves to be “Middle Managers“ and the sample is made up of 84% of people in supervisory and managerial positions. While this is not representative of the average Public Safety organization, these are the individuals we believe will be interested in graduate study.
Table 4

Frequency Distribution of Rank for the Sample

<table>
<thead>
<tr>
<th>Rank</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Chief</td>
<td>25</td>
<td>22.9</td>
<td>24.3</td>
<td>24.3</td>
</tr>
<tr>
<td>Deputy chief</td>
<td>3</td>
<td>2.8</td>
<td>2.9</td>
<td>27.2</td>
</tr>
<tr>
<td>Commander or major</td>
<td>2</td>
<td>1.8</td>
<td>1.9</td>
<td>29.1</td>
</tr>
<tr>
<td>Captain</td>
<td>11</td>
<td>10.1</td>
<td>10.7</td>
<td>39.8</td>
</tr>
<tr>
<td>Lieut</td>
<td>14</td>
<td>12.8</td>
<td>13.6</td>
<td>53.4</td>
</tr>
<tr>
<td>Sergeant</td>
<td>5</td>
<td>4.6</td>
<td>4.9</td>
<td>58.3</td>
</tr>
<tr>
<td>Patrolman</td>
<td>5</td>
<td>4.6</td>
<td>4.9</td>
<td>63.1</td>
</tr>
<tr>
<td>Probation</td>
<td>2</td>
<td>1.8</td>
<td>1.9</td>
<td>65.0</td>
</tr>
<tr>
<td>Officer</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Counselor</td>
<td>1</td>
<td>.9</td>
<td>1.0</td>
<td>66.0</td>
</tr>
<tr>
<td>Training/Staff Development</td>
<td>2</td>
<td>1.8</td>
<td>1.9</td>
<td>68.0</td>
</tr>
<tr>
<td>Middle Managers</td>
<td>28</td>
<td>25.7</td>
<td>27.2</td>
<td>95.1</td>
</tr>
<tr>
<td>Coordinator</td>
<td>2</td>
<td>1.8</td>
<td>1.9</td>
<td>97.1</td>
</tr>
<tr>
<td>Other</td>
<td>3</td>
<td>2.8</td>
<td>2.9</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>103</td>
<td>94.5</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing System</td>
<td>6</td>
<td>5.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>109</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 5, Educational Level of the Sample, shows that 72.5% (N=108) of the sample holds bachelors degrees or higher. These are immediate prospects for the proposed program. Surprisingly, the 26.9% of respondents who indicated that they held high school or associate degrees were just as interested in enrolling in the program as those who hold higher degrees (See Table 5).

Table 5

Educational Level of Respondents

<table>
<thead>
<tr>
<th>Level</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High school</td>
<td>11</td>
<td>10.1</td>
<td>10.2</td>
<td>10.2</td>
</tr>
<tr>
<td>Assoc of arts</td>
<td>18</td>
<td>16.5</td>
<td>16.7</td>
<td>26.9</td>
</tr>
<tr>
<td>Bachelors</td>
<td>50</td>
<td>45.9</td>
<td>46.3</td>
<td>73.1</td>
</tr>
<tr>
<td>Masters</td>
<td>28</td>
<td>25.7</td>
<td>25.9</td>
<td>99.1</td>
</tr>
<tr>
<td>Doctorate</td>
<td>1</td>
<td>.9</td>
<td>.9</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>108</td>
<td>99.1</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing System</td>
<td>1</td>
<td>.9</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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2002-2003-23.res.doc
Table 6, Mean Scores For Desire To Enroll By Educational Level, shows similar means for all educational levels except doctorate (N=101). The ordinal scale used was from 1 "strongly agree" to 4 "strongly disagree" for the question "Would you enroll in the program?" Surprisingly the means for respondents with high school and associates degrees are lower, indicating a slightly stronger but not statistically significant¹, desire to enroll in the proposed graduate program.

<table>
<thead>
<tr>
<th>Educational level</th>
<th>Mean</th>
<th>Nbr</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>High school</td>
<td>1.91</td>
<td>11</td>
<td>.70</td>
</tr>
<tr>
<td>Associates</td>
<td>1.94</td>
<td>17</td>
<td>.83</td>
</tr>
<tr>
<td>Bachelors</td>
<td>2.11</td>
<td>47</td>
<td>.73</td>
</tr>
<tr>
<td>Masters</td>
<td>2.36</td>
<td>25</td>
<td>.95</td>
</tr>
<tr>
<td>Doctorate</td>
<td>3.00</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>2.13</td>
<td>101</td>
<td>.81</td>
</tr>
</tbody>
</table>

The data indicate that there is a demand for the proposed program among those Public Safety personnel sampled in the greater Monroe County region. The sample is representative of Public Safety employees in supervisory, administrative and management positions, which is the group of in-service professionals most commonly attracted to the other emphases in the MPA program.

**Entrance Requirements**

The entrance requirements shall be the same as for the current MPA program: GRE Test scores, if applicable. Applicants to the MPA program at SUNY Brockport must submit GRE Analytical Writing Test scores with a score of 4.0 or higher if any of the following conditions apply:

- If the applicant has less than an overall cumulative average of 2.75 in undergraduate study from the college or university granting the baccalaureate degree.

- The applicant's undergraduate transcript shows a pattern of repeated courses with grades below "B."

- The applicant graduated from an undergraduate institution that does not supply letter grades for 40 percent or more of the courses on the applicant's transcript.
The Analytical Writing test is part of the GRE General Test, so applicants who are required to submit Analytical Writing test scores must take the GRE General Test in order to submit the Analytical Writing score results.

Applicants who already possess a master’s degree from an accredited institution, or have completed 30 credits or more of course work at the master’s level from an accredited institution with a graduate cumulative grade point average of at least 3.0 for those graduate courses completed, do not have to take the GRE test.

**Program Requirements**

<table>
<thead>
<tr>
<th>Current MPA</th>
<th>Proposed MPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Emphasis</td>
<td>Public Safety Emphasis (EPS)</td>
</tr>
<tr>
<td>PAD 680 Public Policy (3 cr.)</td>
<td>EPS 6** Public Policy for Public Safety Managers (3 cr.)</td>
</tr>
<tr>
<td>PAD 681 Strategic Management (3 cr.)</td>
<td>Same cross listed with a EPS prefix</td>
</tr>
<tr>
<td>PAD 682 Organization Behavior (3 cr.)</td>
<td>Same cross listed with a EPS prefix</td>
</tr>
<tr>
<td>PAD 683 Intergovernmental Relations (3 cr.)</td>
<td>EPS 6** Ethics in Public Safety (3 cr.)</td>
</tr>
<tr>
<td>PAD 684 Budget- State and Local Govt. (3 cr.)</td>
<td>Same cross listed with a EPS prefix</td>
</tr>
<tr>
<td>PAD 685 Human Resource Management (3 cr.)</td>
<td>Same cross listed with a EPS prefix</td>
</tr>
<tr>
<td>PAD 687 Statistics for Managers (3 cr.)</td>
<td>Same cross listed with a EPS prefix</td>
</tr>
<tr>
<td>PAD 688 Research and Program Evaluation (3 cr.)</td>
<td>Same cross listed with a EPS prefix</td>
</tr>
<tr>
<td>Elective Courses (12 cr.)</td>
<td>9 hours Public Safety Electives &amp; 1 open elective (12 cr.)</td>
</tr>
<tr>
<td>Internship (3 cr. for in-service, 6 cr. For pre-service)</td>
<td>Same with a EPS prefix</td>
</tr>
<tr>
<td>Project Paper (3 cr.)</td>
<td>Same with a EPS prefix</td>
</tr>
<tr>
<td>Total: 42 to 45 cr.</td>
<td>Total: 42 to 45 cr.</td>
</tr>
</tbody>
</table>

**Exit Requirements (Degree Completion Requirements)**

Same as current MPA degree:

To receive the MPA, students must fulfill the following requirements within a seven-year period from the time of matriculation into the program. Extensions may be granted under extenuating circumstances.

1. Complete the specific number of credits required, dependent upon whether an individual is in-service or pre-service, which is determined at admission. Students must include a current resume with the graduate application for matriculation in order to be considered for in-service status, which is determined by the department. In-service status requires a minimum of two years of experience in administrative, managerial, or professional work (in a position that requires a baccalaureate degree) in an organizational context. In-service students require a
total of 42 credits to complete the MPA degree. Pre-service students require 45 credits.

2. Demonstrate computer proficiency. This may be done via course work and advisement.

3. Attain a cumulative grade point average of 3.0 "B". Failure to maintain adequate progress, as defined by the policy in the Graduate Catalog, will result in dismissal from the program. More than three credits of core course work below "B" will result in dematriculation. Core courses may not be repeated, and an "B" in the core will result in dematriculation.

4. Pre-service students (see #1 above) must complete a six-credit internship.

5. In-service students (see #1 above) have three options for the internship. They may select one of the following:

- Enroll in the course (PAD 690 Health, 3 credit; PAD 692 Internship General, 3 credit; PAD 694 Internship IMS, 3 credit; or EPS 6** Internship Public Safety, 3 credit) and complete a three-credit internship at an organization by advisement. In this option students participate in a regular internship. If they are currently employed, a special work experience may be arranged within their current organization. This option is particularly attractive to those who would like an additional professional development opportunity. An application and an internship contract are required, and a course syllabus will be provided to students early in the semester.

- Enroll in the course (PAD 690 Internship Health, 3 credit; PAD 692 Internship General, 3 credit; PAD 694 Internship IMS, 3 credit; or EPS 6** Internship Public Safety, 3 credit) and complete a seven to ten-page, double-spaced, application paper that applies selected theory, concepts and techniques from MPA courses to a significant administrative or policy issue (often based on professional employment experiences). Examples of applied research paper topics include the evaluation of a program, assessment of a performance appraisal system, and affirmative action principles vs. practice. This paper must be firmly rooted in public administration literature that has been introduced in the program. The paper contains the student’s critical analysis of the problem or issue.

- Take an elective course in place of the Internship course.

6. Complete an applied research paper (project paper) or develop a student portfolio, based on either the internship experience or some other administrative or policy issue.

Academic Administration Commentary
The following letters of support have been received from the SUNY Brockport Academic Administration (see attachment 1):

Susan Stites-Doe, Dean of Graduate Studies
Timothy Flanagan, Provost and Vice President of Academic Affairs
Joseph Mason, Dean School of Professions
Mary Jo Orzech, Director Information Technology Support Services
Frank Wojcik, Director of Library Services

Questions from the Academic Priorities Committee (APC) have been received and responded to (see attachment 2).

**Drake Library resources and other support services**

1. Statement of review and comment from Drake Library (attached)
2. Statement of review and comment from Academic Computing (attached)

**Core Course Descriptions**

**EPS 6** Public Policy Skills for Public Safety Managers

This course will provide public safety managers with relevant skills to examine, develop, and devise policy and which are directly related to the general areas of public safety, including police, fire, hazardous materials and emergency disaster systems. The course will examine policy issues relating to personnel issues, community needs and expectations, and the inter-dependency of multiple governmental units. Included are jurisdictional issues, command and control, communications, coordination, resource sharing, and legal mandates and guidelines.

**EPS 6** Ethics and Integrity for Public Safety Managers

This course involves examination of the primary ethical issues in public safety organizations. This includes readings and discussions to examine theories of professional ethical behavior and the major philosophical ethical systems. Using the philosophical approaches as a foundation, this course will focus primarily on the applied aspects of ethics to the professional workplace of the various components of public safety in state, local, and Federal government.

**Elective Course Descriptions**

**EPS 6** Developing Sustainable Public/Private Partnerships

This course applies a systems approach to public safety management by examining the role of the community in support of public safety functions traditionally provided by state and local governments. Leadership issues relating to the development of community involvement in the public safety functions will be examined from perspective of developing partnerships within the community to support public safety goals. Resource development, volunteer programs, collaborative project management and problem-solving will be addressed as critical issues.
EPS 6** Problem Solving Planning for Public Safety Managers

This course involves the examination of emergency management concepts and problems encountered by public safety professionals. This includes developing crisis and contingency plans; organizing for response; developing a systems approach to crisis management, decision-making, and communication; the role of information in crisis and response management; and information technologies applied to crisis, disaster, and emergency management.

EPS 6** Legal Aspects of Public Safety

An overview of the regular issues and dilemmas that are witnessed in the operation of public safety entities is the chief aim of this course. Content includes a comprehensive review of legal problems unique to operational command in the public safety sector consisting of legal parameters of employee conduct, employment law questions, policy implementation in relation to police, emergency and fire personnel, and the role of law and statute in operational directives. Particular attention will be paid to constitutional and statutory parameters that guide public safety managers and how legal rights and obligations play out in individual and community based services.

EPS 6** Practicum in Public Safety Management

Application of management skills and knowledge to real world issues, within a controlled and supervised environment, lessens the potential for failure during an emergency. This course will bring the principles and concepts of administration and public safety management together using case studies, applied projects, team activities, and a variety of scenarios designed to test relevant knowledge and its application. Theories and concepts of the administration of public safety agencies tested through application, evaluation, and revision of policy and strategies are deemed a powerful learning tool. Included are the skills of problem-solving, decision-making, critical thinking, experiential, leadership and accountability, communications, networking, and a host of other needed skills, knowledge and abilities. Considered a capstone course, it will test conceptual and applied principles of students, working together as a team of public safety professionals.

Sequencing of Courses

Two courses will be offered every semester in the Emphasis. Public Policy Skills for Public Safety Managers will be offered in the fall along with an elective for Public Safety students. Ethics in Public Safety and an elective will be offered in the spring semester.

Before enrolling in the Internship students must have completed a minimum of 21 credit hours toward the degree inclusive of transfer credits.

Before enrolling in the Project Paper students must have completed a minimum of 30 credit hours toward the degree inclusive of transfer credits.
Staffing

It is anticipated that a review of the Criminal Justice undergraduate curriculum will identify ways in which existing faculty and adjunct lines can be more efficiently utilized to accommodate staffing MPA/EPS courses during the fall and spring semesters. Full-time Criminal Justice faculty will staff these courses. Adjuncts will be utilized at the undergraduate level to fill the positions assigned to graduate instruction. The use of full-time Criminal Justice faculty signifies the program’s commitment to academic excellence, scholarship, and serious intellectual purpose.

Letters of Support from cooperating departments, agencies, institutions, etc.

Letters of support have been received from the following individuals (see attachment 1):

Robert Duffy, Chief of Police, City of Rochester
Michael Karnes, Dean of Public Safety Programs, Monroe Community College
Robert Kehoe, Chief of University Police, SUNY Brockport
Patrick O’Flynn, Monroe County Sheriff
Gary Pence, Director of Public Safety, Monroe County
Gerald Pickering, Chief of Police Town of Webster
Meritt Rahn, Chief of Police, Town of Greece
Thomas Roche, Chief of Police, Town of Gates

Competition the program has from other Rochester area colleges

No area colleges offer the MPA nor do they offer graduate study in public safety.
A one factor ANOVA was run that yielded an F value of 1.256 with a significance value of .293 that is well above the .05 threshold of significance.
Attachment 1 of the MPA Public Safety Emphasis proposal

Letters of Support

The following letters of support have been received from the SUNY Brockport Academic Administration:

Susan Stites-Doe, Dean of Graduate Studies
Timothy Flanagan, Provost and Vice President of Academic Affairs
Joseph Mason, Dean School of Professions
Mary Jo Orzech, Director Information Technology Support Services
Frank Wojcik, Director of Library Services
Professor Downey:

I fully support the proposal for a new track ("emphasis") in public safety management within the Public Administration program.

There is evidence that an audience for this track exists, and the proposal is being made with no additional resource requirements.

From an admission standpoint my expectation is that this track will be attractive and desirable.

Sincerely yours,

Susan Stites-Doe
MEMORANDUM

TO: Academic Priorities Committee
Faculty Senate Graduate Committee
Dean of Graduate Programs
Professors Edward Downey and Richard Lumb

FROM: Timothy J. Flanagan, PhD
Provost and Vice President for Academic Affairs

DATE: 2/28/2003

SUBJECT: Endorsement of Public Safety emphasis in MPA program

Dear Colleagues,

I have encouraged the development of the Public Safety Management emphasis within the Masters of Public Administration program, have followed its development, and reviewed preliminary drafts of the proposed program.

I strongly endorse this program. This is a well conceptualized curriculum designed to bring contemporary public policy and administration-related analytical skills to leaders in public safety agencies. Embedding this emphasis within a well-established, coherent and strong extant MPA program is a logical way to approach the professional development of public safety leaders. Public safety in our communities is delivered by an expanding inter-organizational network of loosely-coupled organizations and agencies representing the public and private sectors, and encompassing criminal justice, emergency services, disaster preparedness and response, health care, medical, and transportation sectors. Bringing proven principles of leadership and management, as well as a growing body of empirical knowledge to these matters is essential to developing first-rate public safety leaders. Moreover, combining the expertise of Brockport faculty from Criminal Justice and Public Administration in this endeavor is a resource-efficient and coherent approach.

If you need additional information or have any questions, please contact me.

Timothy J. Flanagan, PhD
Provost and Vice President for Academic Affairs

State University of New York • College at Brockport • 350 New Campus Drive • Brockport, New York 14420-2919
(585) 395-2524 • FAX (585) 395-2401 • www.brockport.edu
February 21, 2003

Edward Downey
Public Administration
240 FOB

Dear Ed,

This letter is sent regarding the Proposal for a Master of Public Administration Emphasis in Public Safety.

It is anticipated that current campus computing resources will be sufficient to meet program needs as long as equipment and software is maintained and upgraded on an ongoing basis. It is expected that a continuing commitment to upgrading the technology skills of both faculty and students will be needed to familiarize them with up to date electronic communication systems, and techniques such as geographic information system (GIS), etc. Information Technology Support Services supports the Master of Public Administration Emphasis in Public Safety.

Sincerely,

Mary Jo Orzech, Ph.D.
Director, Information Technology Support Services
January 29, 2003

TO: Richard Lumb, Chair, Criminal Justice
James Patula, Chair, Public Administration

FR: Joseph R. Mason, Dean
School of Professions

RE: Public Safety Emphasis

I have reviewed your proposal to offer an emphasis in Public Safety in the Master of Public Administration program. I support your proposal with the understanding that there are no additional resources necessary to implement the emphasis.
January 29, 2003

TO: Richard Lumb, Chair, Criminal Justice
    James Patula, Chair, Public Administration
FR: Joseph R. Mason, Dean
    School of Professions
RE: Public Safety Emphasis

I have reviewed your proposal to offer an emphasis in Public Safety in the Master of Public Administration program. I support your proposal with the understanding that there are no additional resources necessary to implement the emphasis.
To: Edward H. Downey, Associate Professor, Public Administration
From: Frank M. Wojcik, Director of Library Services
Date: February 26, 2003
Re: Library Support for Master of Public Administration, Emphasis in Public Safety

Drake Memorial Library currently has adequate resources in place to support the proposed Emphasis in Public Safety in the Master of Public Administration program. We expect that as the program develops its teaching faculty will discuss any changes in their information resources needs with the staff of Drake Memorial Library. The Library staff is committed to working with the faculty to continue providing appropriate information resources in support of the program.
The following letters of support have been received from the community:

Frank Colaprete, Lieutenant, City of Rochester
Robert Duffy, Chief of Police, City of Rochester
Michael Karnes, Dean of Public Safety Programs, Monroe Community College
Robert Kehoe, Chief of University Police, SUNY Brockport
Patrick O’Flynn, Monroe County Sheriff
Gary Pence, Director of Public Safety, Monroe County
Gerald Pickering, Chief of Police Town of Webster
Meritt Rahn, Chief of Police, Town of Greece
Thomas Roche, Chief of Police, Town of Gates
43 Collenton Drive  
Rochester, New York 14626  
January 20, 2003

Dr. Richard C. Lumb  
Department of Criminal Justice  
S.U.N.Y. College at Brockport  
350 New Campus Drive  
Brockport, NY 14420-2951

Dear Dr. Lumb:

The intent of this correspondence is to offer a letter of recommendation for the proposed Public Safety Management track in the current Master of Public Administration program at the College.

As you are aware, I am a police lieutenant with 17 years of experience with the Rochester Police Department as well as an adjunct lecturer in the Criminal Justice Department. I am consistently queried by other law enforcement personnel in the region concerning graduate programs appropriate to our needs in law enforcement. Academic institutions in the area have never offered a graduate degree program that is targeted for the intrinsic needs of public safety managers and officials. The generic nature of many programs is a deterrent to public safety managers, as the critical nature of many of the public safety manager's responsibilities cannot be addressed in such a venue. Therefore, the concept of providing a very sound base of education that has the breadth of the public administration program, while allowing public safety managers to explore the depth issues of their particular fields can only go far to not only provide quality educational opportunities, but more importantly, the opportunity to increase effectiveness and community service to the populations served.

I wholeheartedly endorse and implore your careful consideration in the development and delivery of this program.

Please feel free to contact me personally if you have any additional questions concerning this letter of recommendation.

Sincerely,

[Signature]

Frank A. Colaprete, M.S.
January 31, 2003

Richard C. Lumb, Ph.D., Chair  
Department of Criminal Justice  
State University of New York, College at Brockport  
350 New Campus Drive  
Brockport, New York 14614

Dear Dr. Lumb:

I have received your recent letter regarding your completed proposal to create a Master of Science degree, Master of Public Administration/Emphasis in Public Safety. This letter is provided to offer my full support of this endeavor, as well as the support of the Rochester Police Department. This new program would obviously provide the requisite skills to those aspiring to serve as effective Public Safety Managers in this day and age.

Thank you for giving me the opportunity to support a program that will help ensure a bright future for Public Safety Management. Please feel free to contact me if I can be of further assistance in this matter.

Sincerely,

Robert J. Duffy  
Chief of Police
February 3, 2003

Richard C. Lumb, Ph.D., Chair
Department of Criminal Justice
State University of New York
College at Brockport
350 New Campus Drive
Brockport, NY 14420-2951

Dear Richard:

I am writing in response to your proposal to inaugurate a Master of Public Administration/Emphasis in Public Safety degree at the State University of New York, College at Brockport campus. I am in concurrence that there exists a need for such a degree program. As you have previously stated, the current demands on today’s public safety manager places a higher order of preparation given the complexities of the position.

As your survey has indicated, there is a great deal of interest for graduate work among public safety professionals. Our facility prepares both recruit and in-service police, fire, probation and correction officers for careers in public safety. As the Dean of Public Safety Programs at Monroe Community College’s Public Safety Training Facility, I wholeheartedly endorse the establishment of this course of study. I wish you success in this endeavor,

Sincerely,

Michael S. Katsaros
Dean of Public Safety Programs

MSK:sn
Word-012
GATES POLICE DEPARTMENT

THOMAS J. ROCHE
Chief of Police

January 22, 2003

Richard C. Lumb, Ph.D., Chair
Department of Criminal Justice
SUNY College at Brockport
350 New Campus Drive
Brockport, New York 14420-2951

Re: Master of Science Degree/Emphasis in Public Safety

Dear Dr. Lumb:

First, I would like to thank you for sending me the proposal for an “Emphasis in Public Safety” in the Master of Public Administration program.

I certainly believe that this is a long overdue improvement in the Master’s program. I would like you to know, from firsthand knowledge, that I started the Master’s program at Brockport and decided not to finish it because I did not think it was meeting my needs. I think had the program at that time had an emphasis in public safety, I would have retained my personal interest and concluded it. Therefore, I have a very personal reason for supporting what I think is a most worthwhile endeavor.

The public safety personnel in our society are being called on to make ever-increasing difficult decisions, whether they relate to policy and procedures that affect the lives of many people in our society or they are on the administrative side of the house as it relates to budget and personnel. These are extremely difficult and involved procedures and policies, and I think a Master’s program designed to meet the specific needs of public safety would be an invaluable asset to those wishing to obtain a Master’s degree; and more importantly, would provide a much better education for those in public safety in making difficult decisions today.

I strongly support this new emphasis in public safety in the Master of Public Administration course and would be more than happy to speak about this with anyone you feel appropriate.

Thank you for giving me the opportunity to comment on this most important proposal.

Very truly yours,

Thomas J. Roche
Chief of Police

TJR/fs
OC Orr: SUNY Brockport Masters 1-22
Copy: Ralph J. Esposito, Supervisor
January 20, 2003

Richard C. Lumb, PhD., Chair
Department of Criminal Justice
168 Faculty Office Building
SUNY Brockport
Brockport, NY 14420

Dear Professor Lumb:

I am most pleased to write this correspondence, offering my support for the proposed MPA Program with an emphasis in Public Safety.

Having been both a practitioner and educator in the Criminal Justice field in the Monroe County area for some 32 years, I can attest to the need for and interest in such a higher education offering. The pioneering Police Science curriculum at Monroe Community College in the 1960’s provided the foundation and the credibility that led to other, more advanced Criminal Justice programs at a number of area colleges including SUNY Brockport, R.I.T. and Roberts Wesleyan.

A natural extension of these existing undergraduate curricula would be a Master’s program that emphasizes administrative and management principles and skills, especially as they are applicable within a Public Safety agency. The attainment of a Bachelor’s degree has now become virtually a minimum requirement for advancement within many local public safety organizations in the Greater Rochester area and there is little doubt in my mind that a Master’s degree will soon become the norm for public safety executives.

If I may be of any further assistance to you as this program evolves, please feel free to call upon me.

Sincerely,

Robert J. Kehoe
Chief of University Police
January 15, 2003

Richard C. Lumb, Ph.D., Chair
Department of Criminal Justice
SUNY Brockport
350 New Campus Drive
Brockport, New York 14420-2951

Dear Dr. Lumb:

In response to your letter noting the college’s interest in a new Master of Science Program in Public Administration with an emphasis in Public Safety, I would like to offer my comments in the furtherrance and support for the proposed program of study.

The Sheriff’s Office currently employs almost 1,200 sworn and non-sworn members. Our emphasis on training and education among our workforce is a vital part of the quality of service we provide to the community. Specifically, the Police Bureau has a monetary educational incentive to seek out a college degree. In addition, current bargaining agreements allow for tuition reimbursement for enhanced educational opportunities. I would encourage the college to consider flexibility with tuition reimbursement when coordinating payment with the County Human Resources Department. Given that, I believe many of our employees would embrace the opportunity to access this program with these incentives in mind.

It is my understanding that a Master’s Degree Program specific to Criminal Justice Administration is absent in our community – noting that the nearest programs are being offered in Niagara Falls and Buffalo. It would be a great asset to our employees to have the accessibility and opportunity to pursue a degree locally. It would truly be a benefit to the members of the Sheriff’s Office to access a quality, affordable education that is close in proximity to the workplace.

The reputation of SUNY Brockport’s Criminal Justice Program is well known throughout the academic community and evidence of such academic preparation is readily seen by current members of this agency who are alumni. I assert my recommendation for your proposal with optimism and excitement.

Please don’t hesitate to contact me directly if there is a need for further letters of support to strengthen your position.

Sincerely,

[Signature]

Patrick M. O’Flynn
Monroe County Sheriff

“Respect, Integrity, Teamwork, Excellence”

WWW.MONROECOUNTYSHERRIFF.INFO
Department of Public Safety

January 31, 2003

Mr. Richard C. Lumb, Ph.D., Chair
Department of Criminal Justice
State University of New York
College at Brockport
350 New Campus Drive
Brockport, New York 14420-2951

Dear Richard,

I have reviewed your survey reference the interest in a Master of Science degree, the Master of Public Administration/Emphasis in Public Safety. Based on the survey results you shared and my experience with members of the County's Public Safety staff, I believe the program would be well received.

Two members of my staff recently earned their Masters Degrees in Public Administration from Brockport. I know they found the experience rewarding and it has assisted them in their work.

A number of employees from the Department of Public Safety are currently working on undergraduate and graduate degrees at area colleges and universities. I believe they would find the new program you are proposing of interest and value.

Sincerely,

Gary K. Pence
Director of Public Safety
January 21st, 2003

Richard C. Lumb, Ph.D., Chair
Department of Criminal Justice
Brockport, SUNY
350 New Campus Drive
Brockport, NY 14420-2951

Dear Professor Lumb,

I participated in the research questionnaire which solicited information from local public safety organizations and revealed a need for advanced educational opportunities in the public safety/criminal justice field of study. This research is a strong argument for the current proposal for a Master of Public Administration degree with an emphasis in Public Safety that you intend to submit to the SUNY Brockport Faculty Senate for review this month.

This letter is to proclaim my support for such a program. I am a strong advocate for the importance of such a program being made available for today's public safety managers. We need to meet the demands necessary to prepare the next generation of public safety managers to perform in a very complex profession.

Please include my letter of support in your proposal for this very important degree program.

Sincerely,

Gerald L. Pickering
Chief of Police
February 3, 2003

Richard C. Lumb, Ph.D., Chair
Department of Criminal Justice
SUNY at Brockport
350 Campus Drive
Brockport, NY 14420-2951

Dear Dr. Lumb:

I have reviewed your survey of regional public safety personnel and their response to a questionnaire regarding a Master of Public Administration with emphasis in Public Safety at Brockport.

As the Chief of Police for the Town of Greece, I want to commend you and your staff for taking the time to send out your survey and then to share the results with us upon completion.

As you can see, the results were overwhelming in favor of this masters program and 80% of the respondents felt it would help with career advancement. This type of program is long overdue, and I would like to personally endorse and add my support to this program. When I became Chief of Police, I had to learn as I went along. This proved very difficult and many mistakes were made along the way. In today's complex society with additional responsibilities being added, lawsuits being filed, unions to deal with and state requirements to be met, to name a few, it is almost a prerequisite to the job that each public safety manager possess this type of degree.

I applaud you for your efforts in this area, and if I can be of any assistance, please feel free to call me at 585-581-4035.

Sincerely,

Merritt Rahn
Chief of Police

MR/cvb