

ST. PETERSBURG COLLEGE
2004-2005 Program Review
“Emergency Administration and Management Program”

Introduction to the Program Review Process

Forster Research has prepared this document for St. Petersburg College (SPC) as the final report of findings for the 2004-2005 Emergency Administration and Management Program Review. SPC’s program review is a collaborative effort to continuously measure and improve the quality of educational services provided to the community. This report first summarizes the existing quantitative data of enrollment, graduation, and employment trends available at this point in time. Next, focus group research was employed to explore industry needs, job features, major core competencies in the field, and program curriculum. Finally, Forster Research conducted a thematic analysis of the focus group interaction in order to prepare a review of findings for this report.

The program review process described in this report goes far beyond the “periodic review of existing programs” required by the State Board of Community Colleges; and exceeds the necessary guidelines within the Southern Association of Community Colleges and Schools (SACS) review procedures. In the end, this review process will not only continuously measure and improve the quality of existing educational services provided to the community, but also anticipate the future educational needs of the community.

Key contributors in the SPC program review process include: students, alumni, faculty, program directors, provosts, administrators in Educational and Student Services, the President’s Cabinet, and local practitioners and opinion leaders in the Emergency Administration and Management field. Forster Research is a local research-consulting firm, which provides an array of research services suited to the program review process. The principal owner, Kurt Forster, has first hand knowledge of the Florida Community College System and St. Petersburg College as a college administrator and instructor.

Overview of SPC’s Emergency Administration and Management Program

The Emergency Administration and Management Program at St. Petersburg College is designed to prepare students for employment in a variety of governmental and industrial professional positions related to emergency planning, risk and safety management, hazard assessment, OSHA, SARA compliance, and emergency response. Emergency Administration and Management professionals seek to reduce the vulnerability of the population to disasters through preparation of efficient and effective emergency response, rehabilitation, and recovery programs.

The Emergency Administration and Management Program at St. Petersburg College integrates the broad focus of policy, planning, and administration with the practical, technical, and communication aspects of emergency response. Emphasis is placed on understanding practical problems facing response teams coping with daily emergencies and major disasters.

In addition to completing general education courses common to all A.S. degrees in the College, Emergency Administration and Management students study emergency management and preparedness, hazard mitigation, disaster recovery, and public policy. Program participants learn to write emergency plans to meet state and federal guidelines and communicate knowledgeably with expert advisors in a crisis. Students may incorporate other technical components as they design their degree plan.

Enrollment Trends

SPC's Emergency Administration and Management Program has experienced somewhat small and inconsistent numbers of students enrolled in the program over the past 5 years.

Annual Unduplicated Headcount (Enrollment in Programs)

<i>Program</i>	<i>98-99</i>	<i>99-00</i>	<i>00-01</i>	<i>01-02</i>	<i>02-03</i>
Emergency Admin. & Mgmt. A.S.	28	29	18	27	22
Emergency Admin. & Mgmt. PSVC	4	8	7	7	6

source: SPC Factbook 2003-2004

Graduation Trends

There are an especially small number of graduates in SPC's Emergency Administration and Management Program; and the rate of graduation is quite low when compared to other College programs.

Annual Graduates by Program

<i>Program</i>	<i>98-99</i>	<i>99-00</i>	<i>00-01</i>	<i>01-02</i>	<i>02-03</i>
Emergency Admin. & Mgmt. A.S.	0	1	0	1	3
Emergency Admin. & Mgmt. PSVC	0	1	1	1	2

source: SPC Factbook 2003-2004

Employment Trends

Graduates of the Emergency Administration and Management Program may be employed in a variety of entry-level and management positions related to emergency planning, risk and safety management, hazard assessment, OSHA, SARA compliance, and emergency response in government and industry.

Emergency Administration and Management professionals oversee plans and programs to lessen the impact and even prevent both man made and natural disasters. These emergency response, recovery, and rehabilitation efforts require careful planning skills, effective communication methods, and acute understanding of public policy issues.

Traditionally there have been only a few positions available for Emergency Managers in state, county, and city government, with most county governments relying on one or two individuals to coordinate emergency management plans; and most cities delegating emergency management duties to a committee of key managers and emergency response personnel. Private industry has occasionally employed small numbers of emergency management personnel when dealing with particularly hazardous materials and where required by Federal regulations. More recently, the scale of recent natural disasters, and especially terrorist attacks, has raised society's awareness of the importance of emergency management in both public and private sectors. Today, it is not uncommon to find several Emergency Administration and Management positions in county governments and at least one Emergency Manager in cities of medium size or larger. Similarly, other governmental entities at the state and federal level and even private industry are adding Emergency Administration and Management personnel in a variety of ways. As such the Emergency Administration and Management discipline is growing rapidly in its efforts to supply the field with appropriate information and qualified workers.

Demonstrating the still small size of the industry, The U.S. Department of Labor, Bureau of Labor Statistics, offers no information or employment projections about Emergency Administration and Management occupations. However, the BLS expects job opportunities in both protective service occupations and management analysis and consulting to grow faster than the average for all occupations through the year 2006. Anecdotal evidence suggests that while some Emergency Administration and Management Professionals are employed on a full-time basis others are hired on a project consultant basis.

Occupational employment estimates available from the Florida Department of Labor and Employment Security do not identify a specific category for projecting the growth of Emergency Administration and Management positions. However, their labor market statistics do project significant growth in "other management positions" and "other protective service" positions that include Emergency Administration and Management positions. These growth projections are significant across the state of Florida, and in Pinellas County, through the year 2008. Additionally, wage estimates provided by the Florida Department of Labor and Employment Security do present a category for Emergency Management Specialists where they show 500 positions across the State and 150 positions in the local MSA in 2003. However, no projected employment estimates are made available for this relatively small category.

In short, Emergency Administration and Management careers are among the growing occupations in the State and in Pinellas County. However, the total number of annual openings in this highly specialized field is not large when compared to other occupational categories in the protective service and management fields.

Florida Occupational Employment Estimates

	Employment	Employment	Total	Percent	Annual
Occupation	1998	2008	Change	Change	Openings
All Other Mgrs. & Admin.	120,355	139,830	19,475	16.18	4,067
All Other Protective Services	10,099	12,626	2,527	25.02	942

source: Florida Department of Labor and Employment Security, Office of Labor Market Statistics

Pinellas County Occupational Employment Estimates

	Employment	Employment	Total	Percent	Annual
Occupation	1998	2008	Change	Change	Openings
All Other Mgrs. & Admin.	7,277	8,457	1,180	16.22	246
All Other Protective Services	710	829	119	16.76	60

source: Florida Department of Labor and Employment Security, Office of Labor Market Statistics

According to a report of Occupational Wages provided by the Florida Agency for Workforce Innovation, salaries for Emergency Management Specialist positions are ranked among the high wage – high skill occupations in the State of Florida and in the Tampa, St. Petersburg, Clearwater Metropolitan Statistic Area. According to the report Emergency Management Specialists earned an average hourly wage of \$23.30 across the state and \$19.49 within the local MSA in 2004. Average hourly entry-level wages for 2004 were \$14.53 statewide and \$13.65 locally.

Florida Occupational Wages 2004

	2003	Average	Average	Average
Occupation	Employment	Wage	Entry Wage	Exp. Wage
Emergency Mgmt. Specialists	500	23.30	14.53	28.74
All Other Managers	21,250	32.76	19.19	40.96
All Other Protective Service	18,740	12.31	8.50	13.54

source: Florida Agency for Workforce Innovation, Office of Labor Market Statistics

Tampa – St. Petersburg – Clearwater MSA Occupational Wages 2004

	2003	Average	Average	Average
Occupation	Employment	Wage	Entry Wage	Exp. Wage
Emergency Mgmt. Specialists	150	19.49	13.65	21.37
Other Managers	4,040	31.86	19.31	38.91
All Other Protective Service	2,220	12.99	9.32	14.10

source: Florida Agency for Workforce Innovation, Office of Labor Market Statistics

A more recent and closer snapshot of employment found no jobs, which fit the specific description for SPC’s Emergency Administration and Management Program, being listed in the St. Petersburg Times each Sunday, over a thirteen week period from January 2nd to March 27th, 2005. Anecdotal remarks from professionals in the field suggest that most Emergency Management jobs are made available within the industry or governmental agency rather than being found in the newspaper.

Summary of Quantitative Data

- There is a definite need for Emergency Administration and Management personnel locally throughout State of Florida and across the Nation.
- The Emergency Administration and Management discipline is growing rapidly.
- Emergency Administration and Management careers are among the growing occupations in the State and in Pinellas County.
- Salaries for Emergency Management Specialist positions are ranked among the high wage – high skill occupations in the State of Florida and in the local MSA.
- The total number of annual openings in this highly specialized field is small when compared to other occupational categories.
- SPC’s Emergency Administration and Management Program has experienced relatively small and inconsistent numbers of students enrolled in the program; and especially low graduation rates over the past 5 years.
- It is unclear whether SPC’s Emergency Administration and Management Program can provide training for this small but growing market.

Focus Group Methodology

Working as a team, SPC's Instructor-in-Charge for Emergency Administration & Management, staff in Educational and Student Services, and Forster Research identified the key elements in designing a successful focus group in this field, as well as a profile of group participants.

A list of possible participants was identified and contacted by the Instructor-in-Charge. Next, a detailed packet of program curriculum materials was sent out by Educational and Student Services to each of the individuals who had agreed to participate. By asking participants to review the curriculum prior to the focus group, valuable time was saved during the focus group, and participants were prepared to offer well thought out suggestions for improving the program. With input from the other team members, Forster Research prepared a flexible yet thorough focus group agenda to guide the focus group discussion, exploring the industry needs, job features, major core competencies in the field, and the relevancy of program curriculum.

On January 18, 2005 a two-hour focus group session was conducted with 8 opinion leaders from the local Emergency Administration and Management profession. Forster Research provided group facilitation, with input from the Instructor-In-Charge. Participants represented large and small fire departments, as well as County government and private consulting firms from across the county. Because the profession is so closely knit, the majority of participants have been part of the Fire Science Technology Program advisory committee. However, additional opinion leaders were invited to join the core group.

Finally, Forster Research conducted a thematic analysis of the focus group interaction in order to prepare a summary of findings for this report. Final steps in the program review process require the Program Director to incorporate these findings into an action plan, and for Educational and Student Services to evaluate the need for follow-up including subsequent reviews.

Focus Group Findings

Overall Perception of the Program

As most of these participants are involved with the Advisory Committee to the Fire Science Technology Program they are, of course, very familiar with St. Petersburg College. However a few of these participants are only partially familiar with the Emergency Administration and Management Program. In short, there is a tight knit group of first response professionals in the community. But, some of those individuals are not as familiar with the professional positions being created specifically for those with planning skills in Emergency Administration and Management. While all of the participants offered generally positive comments, several group members see room for improvement in the Emergency Administration and Management Program.

Job Titles & Openings

These employers are able to identify both entry level, “specialist,” jobs for new hires and advancement opportunities, “up to the director level,” for existing employees who complete the Emergency Administration and Management program. Further, they believe, most Emergency Management positions in city government require at least an Associate’s Degree in Emergency administration and Management with a Bachelor’s Degree in a related field preferred. Participants believe first response employees in a position to take on additional responsibility by acting as the Emergency Coordinator for a city “are well prepared by the Emergency Administration and Management Certificate.”

Perception of Program Curriculum

These participants are generally pleased with the Emergency Administration and Management Program curriculum offered by St. Petersburg College. As a group of informed professionals, they believe both the curriculum content and delivery methods do a good job of preparing students to work in the field. Furthermore, they stressed their appreciation for the “all hazards approach” used throughout the program.

Most group members generally accept FEMA leadership and management courses as a primary source of information to the field and they recognize the importance of an established “national model for incident management.” Several group members believe these 50 or so FEMA courses could be used as college credit courses in the Emergency Administration and Management Program; perhaps with each FEMA course equaling one college credit or three FEMA courses making up an independent study course. Furthermore, none of these participants is uncomfortable with the online format of these courses. Although, one participant was concerned about the availability of instructors in the current workshops – a concern often raised about online courses.

Most participants would like to see the program offer more in the area of homeland security. They stressed the need for understanding the “NIMS response plan perspective” for homeland security in their work. Several fire chiefs went so far as to suggest that the College should offer a Homeland Security Certificate that stresses response to terrorism and weapons of mass destruction (WMD).

Other popular suggestions for improving the program curriculum include adding more emphasis to local disasters such as hurricanes. Also, participants would like to emphasize managing large projects, bureaucracies, and public administration, possibly through an introductory course for public administration.

Finally participants said that “the program should be as user friendly as possible, suggesting that statistics may be an unnecessary roadblock to students entering the program.

Other Skills Needed for Employment

Participants agree the program does a sufficient job of providing students with the requisite knowledge and skill to work in the Emergency Administration and Management field. However, there are some other skills they desire in the graduates they hire, which are not fully covered by the program. These employers also expect students to have “basic computer skills,” “good communication and social skills,” and “basic research skills.”

New Trends in the Field

As described earlier in this report, the field of Emergency Administration and Management has taken on a new level of importance in recent years resulting in new information and new methods of emergency planning and management. Of primary importance are weapons of mass destruction, terrorism, and natural disasters such as hurricanes. As activity and information increase in the field of Emergency Administration and Management, most of these practitioners look to FEMA as a primary source of leadership, and most recognize the importance of a “national model for incident management.”

Other Educational Opportunities & Issues

The group discussed some other educational opportunities and issues of concern for the Emergency Administration and Management Program at SPC. A key issue of concern for these professionals is what they perceive to be “a lack of marketing for this program” on the part of the College. Participants said they would like to see the College “reach out to the entire nation” with this program. They believe “there is a market for this information far beyond” the Pinellas County borders.

Furthermore, they would like to see some in-service workshops that bring classes to local departments on as needed basis, or via online courses.

This group is very much in favor of the use of online courses in the program as long as qualified instructors are regularly available to students. Similarly they are comfortable with content and delivery provided in FEMA online courses.

Summary of Qualitative Data

- These emergency professionals are very familiar and pleased with the quality of St. Petersburg College; however, a few are only partially familiar with the Emergency Administration and Management Program.
- Employers are able to identify both entry level jobs and advancement opportunities for students who make use of the Program.

- These professionals are generally pleased with the Program curriculum; however, most see some room for improvement.
- They believe both the curriculum content and delivery methods do a good job of preparing students to work in the field; and they appreciate the “all hazards approach” used throughout.
- Most participants would like to see the program offer more in the area of homeland security; and stressed the need for understanding the “NIMS response plan perspective.” Some would like to see the College offer a Homeland Security Certificate.
- Other suggestions included adding more emphasis to managing large projects, bureaucracies, and public administration, possibly through an introductory course for public administration; as well as more emphasis on managing local disasters such as hurricanes.
- Participants said that “the program should be as user friendly as possible, suggesting that statistics may be an unnecessary roadblock to students entering the program.
- Most group members generally accept FEMA leadership and management courses as a primary source of information to the field; and several believe FEMA courses could be used as college credit courses in the Program.
- This group is very much in favor of the use of online courses in the program as long as qualified instructors are regularly available to students.
- These employers agree the program does a sufficient job of providing students with the requisite knowledge and skill to work in the field; However, they also expect Emergency Administration and Management students to have “basic computer skills,” “good communication and social skills,” and “basic research skills.”
- Issues of primary importance in the field include weapons of mass destruction, terrorism, and natural disasters such as hurricanes.
- Most recognize the importance of an established “national model for incident management.”
- These professionals perceive “a lack of marketing for this program” and would like to see the College “reach out to the entire nation.” They believe “there is a market for this information far beyond” the Pinellas County borders.
- Some participants would like to see in-service workshops and/or online content to bring classes into local departments.

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Part V: Program Review Action Plan

Program: Emergency Administration and Management

Date: 07/27/05

Action Item (state briefly)

Completion Date

1. A certificate program in Domestic Security is being developed. It will consist of 8 courses and be part of the Emergency Administration and Management A. S. Degree Program.	1. August of 2006.
2. In order to improve participants ability to managing large projects, bureaucracies, and public administration and put more emphasis on managing local disasters such as hurricanes, course instructors will be asked to incorporate case studies and activities in their courses that simulate management of projects, navigating bureaucracy and handling major disasters.	2. January 2006
3. Reviewers believed that FEMA courses could be used as college credit courses in the Program. An articulation agreement between the College and the Emergency Management Institute in Emmittsburg, MD. does not exist. By January 2006 the Instructor-in- Charge will investigate the requirements for accepting FEMA programs for credit without compromising St, Petersburg College's SACS accreditation.	3. January 2006
4. . Students will practice "basic computer skills," "good communication and social skills," and "basic research skills", in coursework.	4. August 2005
5. A new marketing program is being instituted to allow the College "reach out to the entire nation. . St. Petersburg College is pursuing accreditation from the International Fire Service Accreditation Congress. By August of 2006, this accreditation process will be completed. With this accreditation and the new Domestic Security Certificate Program and with our affiliation with the National Terrorism Preparedness Institute Marketing this program nationally will begin	5. August 2006
6. In-service workshops and/or online content to bring classes into local departments are planned.	6. September 2006

Special Resources Needed

1. Eagle Grant dollars, already allocated.
3. Research other institutions that have like programs in place.

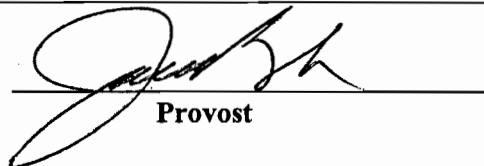
5. Funding for marketing in national trade publications and conventions.

6. Funding for recognized experts to deliver programs.

Area(s) of Concern/Improvement

1. The Program reviewers would like to see the program offer more in the area of homeland security; and stressed the need for understanding the "NIMS response plan perspective." Some would like to see the College offer a Homeland Security Certificate
2. Other suggestions included adding more emphasis to managing large projects, bureaucracies, and public administration, possibly through an introductory course for public administration; as well as more emphasis on managing local disasters such as hurricanes.
3. Most group members generally accept FEMA leadership and management courses as a primary source of information to the field; and several believe FEMA courses could be used as college credit courses in the Program.
4. Program reviewers wanted students to have "basic computer skills," "good communication and social skills," and "basic research skills."
5. These reviewing professionals perceived "a lack of marketing for this program" and would like to see the College "reach out to the entire nation." They believe "there is a market for this information far beyond" the Pinellas County borders.
6. Some participants would like to see in-service workshops and/or online content to bring classes into local departments.


Program Director


Provost

Part VI: Final Review by President's Cabinet

Summary of observations, recommendations and decisions from Cabinet

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President's Signature

Outcomes Assessment: Action Plan Follow-Up and Evaluation Report

Check the type of Assessment Activity that is Applicable:

	End-of-Program Assessment
X	Program Review
	General Education Outcomes Assessment
	Other (specify)

Current Date: 01/12/06
 Department/Program: Emergency Administration and Management
 Reference Assessment Record:

Report Prepared By: Charles Crowther

Date of Original Assessment Activity: 07/27/05

Action Plan Item

1. A certificate program in Domestic Security was developed. It consists of 8 courses and be part of the Emergency Administration and Management A. S. Degree Program,

I. Status of Action Plan item:

Completed 01/06

III. Evaluate the impact of the implementation of action plan item on program quality.

The Program will be enhanced by offering a Homeland Security Certificate to the Emergency Management Community and other interested students. Full impact will not be realized until the courses can be delivered and the numbers of new students ascertained.

2. In order to improve participants ability to managing large projects, bureaucracies, and public administration and put more emphasis on managing local disasters such as hurricanes, course instructors will be asked to incorporate case studies and activities in their courses that simulate management of projects, navigating bureaucracy and handling major disasters.

I. Status of Action Plan item:

Case studies have been incorporated into all of the Emergency management Courses, Completed 12/05

III. Evaluate the impact of the implementation of action plan item on program quality.

The Program will be enhanced by incorporate case studies and activities in their courses that simulate the management of projects, navigating bureaucracy and handling major disasters. Full impact will not be realized until the students can be surveyed and employers report the effects of these changes.

3. Reviewers believed that FEMA courses could be used as college credit courses in the Program. An articulation agreement between the College and the Emergency Management Institute in Emmittsburg, MD. does not exist. By January 2006 the Instructor-in- Charge will investigate the requirements for accepting FEMA programs for credit without compromising St, Petersburg College's SACS accreditation.

I. Status of Action Plan item:

We have begun incorporating FEMA coursework into our existing courses giving students college credit and FEMA certifications. Also, students may submit FEMA course work through our ELP process to gain college credit for FEMA courses without compromising our SACS requirements. Completed 01/06

III. Evaluate the impact of the implementation of action plan item on program quality.

The Program was enhanced by incorporating FEMA course work into the courses Full impact will not be realized until the employers report the effects of these changes.

4. Students will practice “basic computer skills,” “good communication and social skills,” and “basic research skills”, in coursework.

I. Status of Action Plan item:

All courses require students to write, interact and use computer skills to communicate with each other and the instructors. Completed 01/06

III. Evaluate the impact of the implementation of action plan item on program quality.

The Program was enhanced by requiring students to write interact and use computer skills. Full impact will not be realized until the employers report the effects of these changes.

5. A new marketing program is being instituted to allow the College “reach out to the entire nation. St. Petersburg College is pursuing accreditation from the International Fire Service Accreditation Congress.

I. Status of Action Plan item:

The new marketing plan incorporating the IFSAC certification is in the works. The IFSAC accreditation application has been completed and will be submitted 01/06.

II Plan for completing each action plan item that is not currently complete (include timeline):

By August of 2006, this accreditation process will be completed. With this accreditation and the new Domestic Security Certificate Program and with our affiliation with the National Terrorism Preparedness Institute Marketing this program nationally will begin

III. Evaluate the impact of the implementation of action plan item on program quality.

The New Marketing Program will enhance student enrollment and reach a wider audience when complete

6. In-service workshops and/or online content to bring classes into local departments are planned.

I. Status of Action Plan item:

In October of 2005 a partnership was formed with NTPI to conduct workshops related to Emergency Management and Fire Science.

II Plan for completing each action plan item that is not currently complete (include timeline):

By 01/07, at least 4 workshops will be developed and delivered through the collaborative efforts of NTPI and Fire Science personnel.

III. Evaluate the impact of the implementation of action plan item on program quality.

This program is in its infancy and will continue to mature as more workshops are developed and delivered. The desired impact is to bring timely and current information to the Emergency management practioners we service.

Signatures:

Provost:



VP: Educational and Student Services:

