

**BACCALAUREATE PROPOSAL APPLICATION**

**Form No. BAAC-02**

Section 1007.33(5)(d), Florida Statutes (F.S.), and Rule 6A-14.095, Florida Administrative Code (F.A.C.), outline the requirements for Florida College System baccalaureate program proposals. The completed proposal form, incorporated in Rule 6A-14.095, F.A.C., Site Determined Baccalaureate Access, shall be submitted by the college president to the chancellor of the Florida College System at [ChancellorFCS@fldoe.org](mailto:ChancellorFCS@fldoe.org).

**CHECKLIST**

The proposal requires completion of the following components:

- Institution Information
- Program summary
- Program description
- Workforce demand, supply, and unmet need
- Student costs: tuition and fees
- Enrollment projections and funding requirements
- Planning process
- Program implementation timeline
- Facilities and equipment specific to program area
- Library and media specific to program area
- Academic content
- Program termination
- Supplemental materials

**FLORIDA COLLEGE SYSTEM INSTITUTION INFORMATION**

Institution Name.	Valencia College
Institution President.	Dr. Kathleen Plinske

## PROGRAM SUMMARY

1.1	Program name.	Public Safety Administration
1.2	Degree type.	<input type="checkbox"/> Bachelor of Science <input checked="" type="checkbox"/> Bachelor of Applied Science
1.3	How will the proposed degree program be delivered? (check all that apply).	<input type="checkbox"/> Face-to-face (F2F) (Entire degree program delivered via F2F courses only) <input type="checkbox"/> Completely online (Entire degree program delivered via online courses only) <input checked="" type="checkbox"/> Combination of face-to-face/online (Entire degree program delivered via a combination of F2F and online courses)
1.4	Degree Classification of Instructional Program (CIP) code (6-Digit).	43.9999
1.5	Anticipated program implementation date.	January 2024
1.6	What are the primary pathways for admission to the program? Check all that apply.	<input checked="" type="checkbox"/> Associate in Arts (AA) <input checked="" type="checkbox"/> Associate in Science (AS) <input checked="" type="checkbox"/> Associate in Applied Science (AAS)  If you selected AS/AAS, please specify the program:  Fire Science Technology Criminal Justice Technology
1.7	Is the degree program a STEM focus area?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
1.8	List program concentration(s) or track(s) (if applicable).	N/A

## PROGRAM DESCRIPTION

2.1 This section will serve as an **executive summary of this proposal**. We recommend providing an abbreviated program description including but not limited to: the program demand current supply, and unmet need in the college's service district; primary pathways to program admission; overview of program curriculum; career path and potential employment opportunities; and average starting salary. Throughout the proposal, please include in-text references to the supplemental materials for reviewers to reference. We encourage approximately 500 words for a sufficient description.

The Bachelor of Applied Science (BAS) in Public Safety Administration program is designed to prepare students for administrative and leadership-level opportunities in the public safety sectors of law enforcement, correction, fire services, and other related protection, safety, and security organizations. Graduates of this program will be able to apply a broad set of knowledge and skills to a wide variety of public safety tasks.

The curriculum is designed and developed with collaboration and input from public safety professionals to prepare students with a variety of knowledge and skills in applied research in public safety administration and management. Coursework will include ethics, analytical and critical thinking, contemporary public safety issues, policy, budget, and real-world settings, strategic and organizational planning, incident management, community relations, and security. Courses are taught by highly experienced and credentialed faculty preparing students for employment and career advancement in local, state, and federal governments, educational institutions, and within the private safety sector. All courses and course content will comply with Florida statutes.

Area workforce demand for trained professionals in public safety is growing at a fast rate and is anticipated to increase well into the future. According to the Florida Department of Economic Opportunity (DEO) 2021-2029 employment projections<sup>1</sup>, the employment demand for the selected Standard Occupational Classification (SOC) codes is high for the proposed CIP 43.9999 (Homeland Security, Law Enforcement, Firefighting and Related Protective Services). DEO data shows 958 projected annual job openings for the recommended SOCs within Valencia's service area with a median annual wage of \$53,930 (Table 3.1.1. 3.1.2). The supply of law enforcement, correction, and fire services professionals with effective leadership knowledge and skills within Orange and Osceola Counties is inadequate to meet the workforce needs and demands.

According to the Integrated Postsecondary Education Data System (IPEDS)<sup>2</sup> of the National Center for Education Statistics (NCES), no institution in Valencia's service area offers program CIP 43.9999. University of Central Florida (UCF) currently offers a BS in Forensic Science (43.0106), BS in Emergency Management (43.0302), and BS in Criminal Justice (43.0104). University of Phoenix and Herzing University are two regionally accredited nonpublic institutions in Valencia's service area offering programs in the CIP 43 family. This new program is designed primarily for students coming from Criminal Justice and Fire Science Technology AS degrees. In addition, this program provides a pathway opportunity for interested Associate in Art (AA) students who have interest in pursuing a career in public safety. Incumbent workers taking advantage of this program will find career paths leading to opportunities of advancement in a variety of public safety organizations. Major organizations and industries including tourism, defense, entertainment, and transportation are among the highly diverse employers in the Orange and Osceola region who have expressed the need for such program graduates.

## WORKFORCE DEMAND, SUPPLY, AND UNMET NEED

3.1 Describe the workforce demand, supply, and unmet need for graduates of the program that incorporates, at a minimum, the shaded information from Sections 3.1.1 to 3.1.4. For proposed programs without a listed Standard Occupational Classification (SOC) linkage, provide a rationale

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<sup>1</sup><https://www.floridajobs.org/workforce-statistics/products-and-services/state-colleges-projections-portal>

<sup>2</sup> <https://nces.ed.gov/ipeds/datacenter/InstitutionByName.aspx>

for the identified SOC code(s). If using a SOC that is not on the CIP to SOC crosswalk, please justify why the SOC aligns with the baccalaureate program.

The primary Federal CIP code for the proposed BAS in Public Safety Administration is 43.9999 and is aligned to ten related SOC codes (Table 3.1.1). The 2021-29 employment projections data produced by the DEO for these SOC codes within Valencia's service district indicates average annual job openings of 1134 in the Public Safety area. University of Central Florida (UCF) is the only state university in Valencia's service area. They offer a BS in Forensic Science (43.0106), BS in Emergency Management (43.0302), and BS in Criminal Justice (43.0104), none of which include curriculum in Fire Protection Services. In 2020-21, UCF awarded a total of 571 degrees (Table 3.1.3) and have had no graduates in CIP 43.0106 since 2019. Research shows University of Phoenix and Herzing University are two regionally accredited nonpublic institutions in Valencia's service area offering programs in the CIP 43 with a total of one graduate in 2020-21. Among all institutions offering programs in CIP 43, the 5-year (2016-20) average graduate supply (Table 3.1.3) in the Valencia service district is 47% (530 completers) of the DEO's total job openings identified in Table 3.1.1. After reviewing the demand, supply, and the unmet need data (Table 3.1.4) there are 604 (53%) annual unmet needs in Valencia's service area. Using projections produced by America's City Business Journals, Orlando Economic Partnership (OEP) states in the 2030 report that Orlando is forecast to be "the second fastest growing large metropolitan area in the United States moving toward 2030" (<https://info.orlandoedc.com/hubfs/2030report.pdf>). Furthermore, the Census Bureau (<https://www.census.gov/library/stories/state-by-state/florida-population-change-between-census-decade.html>) anticipates rapid growth in Osceola County from 2010-2030, with a 50+% increase from 187,000 residents to 391,000. Central Florida's substantial population growth coincides with EMSI/Lightcast identifying the region as a hotspot for projected job increase. Between 2016 and 2021 alone, according to EMSI/Lightcast Economy Overview Takeaways, jobs specific to the identified SOC codes in Orange-Osceola counties increased by 4.2%. This change outpaced the national growth by 2.4%. As the number of jobs increased, the labor force participation rate also increased. Considering the volume of current unmet need and the UCF BS programs not addressing the fire services occupations, it is critical for Valencia to offer the proposed BAS degree in Public Safety Administration. This need is further substantiated by the local Public Safety agencies' support of Valencia offering the BAS in Public Safety Administration ([Appendix A](#)).

## DEMAND: FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY (DEO) EMPLOYMENT PROJECTIONS

3.1.1 The Excel spreadsheet below is set up with predefined formulas. To activate the spreadsheet, right click within the spreadsheet, go to “Worksheet Object”, and then “Open”. To exit, save any changes and exit out of the spreadsheet. Alternatively, double click anywhere on the table. To exit the spreadsheet, single click anywhere outside of the table.

**CLICK [HERE](#) FOR INSTRUCTIONS FOR COMPLETING THE DEMAND SECTION**

Through our long-lasting partnership with the Orange and Osceola County community, Valencia College has always been responsive to the workforce needs of the community. Considering the current and projected population growth in the region, the need for highly qualified and skilled public safety professionals with advanced education is at an all-time high. Valencia’s proposed bachelor’s degree is what the local agencies need to fill this shortage in management and leadership positions. In addition, the proposed Public Safety Administration program offers opportunities for individuals currently working in law enforcement, corrections, fire services, and emergency services to advance their careers in a leadership role such as public safety managers, emergency managers and directors.

Valencia College faculty and staff thoroughly examined the DEO listed education levels and recognize the fact that some of the SOCs, including Police and Sheriff’s Patrol Officers (33-3051), Correctional Officers and Jailers (33-3012), and Firefighters (33-2011), First-Line Supervisors of Police and Detectives, and First-Line Supervisors of Fire Fighting and Prevention Workers (33-1021), represent entry-level jobs. However, Valencia strongly believes that the listed educational level by DEO does not align with the standards needed by our public safety agencies in Orange and Osceola Counties and the proposed degree is much needed to fill the skill gap in our region. Also, within Valencia College’s service district of Orange and Osceola counties, Dr. Jeff Goltz, Executive Dean of the college’s School of Public Safety, conducted several conversations with public safety leaders who indicated the significant need for a bachelor’s degree in public safety administration. Dr. Goltz during his conversation learned that several public safety agencies in both Orange and Osceola counties require or highly prefer a bachelor’s degree when they recruit for Police and Sheriff’s Patrol Officers (33-3051), Correctional Officers and Jailers (33-3012), and Firefighters (33-2011), First-Line Supervisors of Police and Detectives, and First-Line Supervisors of Fire Fighting and Prevention Workers (33-1021).

Chief Eric Smith from Orlando Police Department in his letter of support to Valencia College president Dr. Plinske (see supplemental documents appendix A), stated “I understand the educational level for Police Officers identified by Florida’s Department of Economic Opportunity (DEO) is an entry-level position with post-secondary education, but we hire highly qualified candidates at our agency. Thus, we strongly believe applicants for police officers with a bachelor’s degree are highly desired for employment at our law enforcement agency.”

Similarly, Osceola County Corrections Department Chief Bryan Holt in his letter of support stated, “I understand the educational level for Correctional Officers identified by Florida’s Department of Economic Opportunity (DEO) is an entry-level position with post-secondary education,

but beyond this entry-level position, it is highly recommended that the corrections officers and civilians within our agency have a relevant bachelor's degree, like Valencia's proposed degree."

This evaluation is also confirmed through the letters of support from many other public safety leaders serving on Valencia's School of Public Safety advisory council. According to the public safety organizations within our service district, a relevant bachelor's degree like the one proposed by Valencia College is needed for the advancement and promotion of their sworn and civilian staff into the management and leadership positions. In his letter of support, Orlando Police Department, Chief Smith mentioned "Furthermore, beyond an entry-level position at the Orlando Police Department, it is highly recommended, and required to obtain certain ranks, that our "sworn" employees and civilians within our agency have a relevant bachelor's degree, like Valencia's proposed degree, to assume the leadership positions for the sworn positions of Lieutenant, Captain, and Deputy Chief positions and management positions within our civilian workforce."

In his letter of support, Chief Charlie Salazar from Orlando Fire Department stated I understand the educational level for Firefighters identified by Florida's Department of Economic Opportunity (DEO) is an entry-level position with post-secondary education but beyond this entry-level position, in the very technical field of fire rescue, our region is in desperate need of a bachelor's degree program that prepares our workforce for administrative and management levels in our industry." Chief Salazar also added, "This degree certainly aligns with the goals of our workforce to become highly educated to bring innovative ideas and skills to manage and lead today's growing and ever-changing fire rescue industry. As a strong, collaborative and responsive partner, Orlando Fire Department fully supports Valencia College in its effort to offer a baccalaureate degree in Public Safety Administration."

Chief Holt from Osceola County Corrections Department also added in his support letter to Dr. Plinske "Through our long-lasting partnership, the Osceola County Corrections Department understands Valencia College continues to develop and promote programs that address the incredible management and leadership needs within central Florida's public safety workforce. The ability to expand baccalaureate degree offerings can only mean an increased opportunity for our workforce to obtain affordable degrees locally in high-demand areas. This baccalaureate degree program is critical in creating highly skilled and educated public safety leaders and managers for high-paying jobs within our industry. The Osceola County Corrections Department fully supports Valencia College in its effort to offer a baccalaureate degree in Public Safety Administration."

Additional letters of support have been received from other public safety agencies in Orange and Osceola counties expressing similar needs and support of Valencia's proposed program (see supplemental documents appendix A).

In response to our public safety leaders for the needs of their workforce to obtain affordable degrees locally in high-demand areas, Valencia faculty has identified additional resources including EMSI/Lightcast for applicable SOCs that support the attainment of the proposed baccalaureate degree by professionals in law enforcement, corrections, and fire services who are seeking the opportunities to advance their career into the management

or leadership positions within the public safety sectors in Orange and Osceola counties. The following include the recommended SOC codes with bachelor educational levels to be included in Table 3.1.2:

- Probation Officers and Correctional Treatment Specialists (21-1092)
- Emergency Management Directors (11-9161)
- Social and Community Service Managers (11-9151)
- Community and Social Services Specialist, All Others (21-1099)

Using growth projections produced by America's City Business Journals, Orlando Economic Partnership (OEP) states in the 2030 report that Orlando is forecast to be "the second fastest growing large metropolitan area in the United States moving toward 2030" (<https://info.orlandoedc.com/hubfs/2030report.pdf>). Furthermore, the Census Bureau (<https://www.census.gov/library/stories/state-by-state/florida-population-change-between-census-decade.html>) anticipates rapid growth in Osceola County from 2010- 2030, with a 50+% increase from 187,000 residents to 391,000. Central Florida's substantial population growth coincides with EMSI/Lightcast identifying the region as a hotspot for projected job increase. Between 2016 and 2021 alone, according to EMSI/Lightcast Economy Overview Takeaways, jobs specific to the identified SOC codes in Orange-Osceola counties increased by 4.2%. This change outpaced the national growth by 2.4%. As the number of jobs increased, the labor force participation rate also increased. (<https://info.orlandoedc.com/hubfs/2030report.pdf>).

Considering the population forecast from 2022 to 2030 of 25% growth in Orange County and 40% growth in Osceola County (source: Projections of Florida Population by County from the University of Florida's Bureau of Economic and Business Research), these counties in Valencia College's service district will experience a significant increase in the need for public safety services, to include an increase in qualified public safety leaders to manage this growth and attrition in law enforcement, corrections, fire rescue, and other safety services. With the significant interest by our public safety leaders, Considering the volume of current unmet need and the UCF BS programs not addressing the fire services occupations, Valencia believes the time is now for Valencia to offer the proposed BAS degree in Public Safety Administration degree to prepare the current and future professionals for employment in the public safety field.

Occupation			Number of Jobs				Salary		Education Level	
Name/Title	SOC Code	County/ Region	*Base Year	*Projected Year	**Level Change	***Total Job Openings	Average Hourly Wage	Annualized Salary	FL	BLS
Forensic Science Technicians	19-4092	Orange & Osceola	179	188	5.03	170	\$ 24.50	\$ 50,960	PS	B
Correctional Officers and Jailers	33-3012	Orange & Osceola	2969	3154	6.23	2274	\$ 20.71	\$ 43,077	PS	HS
First-Line Supervisors of Police and Detectives	33-1012	Orange & Osceola	658	712	8.21	378	\$ 33.41	\$ 69,493	A	HS
First-Line Supervisors of Fire Fighting and Prevention Workers	33-1021	Orange & Osceola	345	374	8.41	193	\$ 32.83	\$ 68,286	PS	PS
Police and Sheriff's Patrol Officers	33-3051	Orange & Osceola	3453	3742	8.37	2203	\$ 27.76	\$ 57,741	PS	HS
Miscellaneous First-Line Supervisors, Protective Service Workers	33-1090	Orange & Osceola	702	881	25.50	739	\$ 24.19	\$ 50,315	PS	HS
Firefighters	33-2011	Orange & Osceola	2023	2190	8.26	1248	\$ 21.63	\$ 44,990	PS	PS
Detectives and Criminal Investigators	33-3021	Orange & Osceola	419	454	8.35	253	\$ 27.02	\$ 56,202	PS	HS
Fire Inspectors and Investigators	33-2021	Orange & Osceola	78	85	8.97	68	\$ 28.48	\$ 59,238	PS	PS
								\$ -		
						Total	941	\$ 26.73	\$ 55,589	

\*Please replace the “Base Year” and “Projected Year” headers with the years reflected in the projections portal (e.g., Base Year is 2019, Projected Year is 2027).

\*\*Please note that the “Level Change” column in Table 3.1.1 corresponds to the “Percent Growth” employment projections data produced by the DEO.

\*\*\*Please note that the “Total Job Openings” columns is preset to be divided by 8.

**DEMAND: OTHER ENTITY INDEPENDENT OF THE COLLEGE – (LIST NAME OF OTHER ENTITY HERE)**

3.1.2 The Excel spreadsheet below is set up with predefined formulas. To activate the spreadsheet, right click within the spreadsheet, go to “Worksheet Object”, and then “Open”. To exit, save any changes and exit out of the spreadsheet. Alternatively, double click anywhere on the table. To exit the spreadsheet, single click anywhere outside of the table.





## ESTIMATES OF UNMET NEED

3.1.4 The Excel spreadsheet below is set up with predefined formulas. To activate the spreadsheet, right click within the spreadsheet, go to “Worksheet Object”, and then “Open”. To exit, save any changes and exit out of the spreadsheet. Alternatively, double click anywhere on the table. To exit the spreadsheet, single click anywhere outside of the table.

**CLICK [HERE](#) FOR INSTRUCTIONS FOR COMPLETING THE ESTIMATES OF UNMET NEED SECTION:** If institutions do not have data available for completers in the service district, please report statewide data. You may note these are statewide figures.

	Demand	Supply		Range of Estimated Unmet Need							
	(A)	(B)	(C)	(A-B)	(A-C)						
	Total Job Openings	Most Recent Year	5-year average or average of years available if less than 5 years	Difference	Difference						
DEO Total	1134	572	530	386	604						
Other Totals				0	0						

3.2 Describe any other evidence of workforce demand and unmet need for graduates as selected by the institution, which may include qualitative or quantitative data and information not reflected in the data presented in Sections 3.1.1 to 3.1.4, such as local economic development initiatives, emerging industries in the area, or evidence of rapid growth.

Orange and Osceola Counties are experiencing rapid growth, with the Orlando Economic Partnership (OEP) stating that more than 1,000 people move to the region each week. Using projections produced by America's City Business Journals, OEP states that Orlando is forecast to be "the second fastest growing large metropolitan area in the United States moving toward 2030." The Census Bureau anticipates rapid growth in Osceola County from 2010 – 2030, with a 50+% increase from 187,000 residents to 391,000 (<https://www.census.gov/library/stories/state-by-state/florida-population-change-between-census-decade.html>).

Central Florida's substantial population growth aligns with a much higher demand for Homeland Security, Law Enforcement, Firefighting, and related Protective Services for the next several years. This anticipated need is not entirely reflected by the Florida Department of Economic Opportunity (DEO) for Valencia's service district. In recent meetings of Valencia's Criminal Justice and Fire Science Technology Advisory Council, Dr. Jeff Goltz, Executive Dean for School of Public Safety at Valencia, shared the potential BAS degree. The members, representing over twenty-two Fire and Law Enforcement agencies ([Appendix B](#)), expressed their need for qualified employees in public safety leadership roles and overwhelmingly supported Valencia offering the BAS program.

*"I fully support this initiative of Valencia College and agree that this endeavor will create additional opportunities for our public safety personnel to increase their knowledge and professional education in the public safety arena."  
Danny Banks, Orange Co. Public Safety Director*

The 2020-21 unduplicated student majors in Criminal Justice and Fire Science Technology AS programs at Valencia College was 1,286 with an overall five-year average from 2017-21 of 1,243 students. These students will have an articulated pathway to the proposed bachelor program.

*"I am pledging my support of Valencia College's proposal to offer a four-year public safety degree, the Bachelor of Applied Science in Public Safety."  
Luis A. Quiñones Jr., Orange Co. Corrections Chief*

In November 2022, a survey of students currently enrolled in the Criminal Justice and Fire Science Technology A.S. programs at Valencia College was conducted and 88% of the respondents indicated their interest in pursuit of the BAS degree ([Appendix C](#)).

3.3 If the education level for the occupation identified by the Florida Department of Economic Opportunity (DEO) or the Bureau of Labor Statistics (BLS) presented in Sections 3.1.1 to 3.1.2 is below or above the level of a baccalaureate degree, provide justification for the inclusion of that occupation in the analysis.

In 2021 there were 27,128 protective service-related jobs in Orange and Osceola Counties with a projected 14.3% growth in supervisors of protective service workers by 2029 (Source: Economic Opportunity Labor Market Information). Valencia recognizes that many of the occupations aligned with the proposed SOCs are lower than the bachelor level and for that reason, in November 2022, Valencia conducted a survey of Orange and Osceola County law enforcement and fire services employers. The purpose of the employer survey was to learn more about the availability of a talented and skilled workforce as well as the preferred degree for the management and leadership positions offered by these agencies ([Appendix D](#)).

Although, the listed educational levels for Police and Sheriff's Patrol Officers (33-3051), Correctional Officers and Jailers (33-3012), and Firefighters (33-2011), First-Line Supervisors of Police and Detectives, and First-Line Supervisors of Fire Fighting and Prevention Workers (33-1021) are below the bachelor level, our public safety partners in person and by their letters of support strongly believe that the listed educational level by DEO does not align with the standards needed by the public safety agencies in Orange and Osceola Counties and the proposed degree is needed to fill the skill gap in our region.

The city of Orlando Fire Department Chief Charlie Salazar in his letter of support said "I understand the educational level for Firefighters identified by Florida's Department of Economic Opportunity (DEO) is an entry-level position with post-secondary education but beyond this entry-level position, in the very technical field of fire rescue, our region is in desperate need of a bachelor's degree program that prepares our workforce for administrative and management levels in our industry. Chief Salazar also said, "This program will assist with filling a need for qualified and experienced candidates for mid and upper-level management positions in fire rescue."

Also, Chief Eric Smith from Orlando Police Department said, "We strongly believe applicants for police officers with a bachelor's degree are highly desired for employment at our law enforcement agency."

3.4 Describe the career path and potential employment opportunities for graduates of the program.

The proposed baccalaureate program at Valencia is a 2+2 pathway primarily designed for students in the Fire Science Technology and Criminal Justice AS programs. Similarly, the program offers additional opportunities to the students from four (4) local high schools with Fire and Law Enforcement Academy programs who currently partner with Valencia for articulation through Career Pathways and Dual Enrollment to an AS in Fire Science Technology or Criminal Justice. The 650 plus students served through this path would have the option to advance to the potential bachelor program after expeditiously completing the AS program. Equally important is the pathway this proposed program would offer to incumbent workers to explore career paths leading to advancement opportunities in a variety of leadership positions within the public safety industry. In November of 2022, the Dean of School of Public Safety at Valencia conducted a survey of the public safety employees ([Appendix E](#)) and 60% of survey responses indicated interest in enrolling in the B.A.S. in Public Safety Administration program. Law Enforcement, Fire Protection Services, Tourism, Defense, Entertainment, and Healthcare are among the highly diverse industries who employ public safety administrators in the Orange and Osceola region.

*"I could not be more proud to support Valencia College in this fantastic opportunity for the men and women in public safety."*

*Bryan Holt, Osceola Co. Corrections Department Chief*

Many representatives of these industries, who are currently serving on Valencia's Industry advisory councils, have stated that the BAS degree provides a pathway for their current adult workers to transition to new positions such as sworn and civilian supervisor in Corrections, mid-level manager in Corrections (Lieutenant, Captain, Major), supervisor in Fire Rescue (Engineer, Lt.), mid-level manager in Fire Rescue (Capt., Battalion or District Chief, Asst. or Division Chief, Deputy Chief), sworn or civilian supervisor in Law Enforcement, mid-level manager in Law Enforcement (Lt., Capt., Major, Deputy Chief), or supervisor or manager in Security.

*"I am so very excited that Valencia College will be launching a four-year degree program in Public Administration."*

*Larry Collier, Osceola Co. Fire Rescue Chief*

## STUDENT COSTS: TUITION AND FEES

4.1 The Excel spreadsheets in Sections 4.1 - 4.3 are set up with predefined formulas. To activate the spreadsheet, right click within the spreadsheet, go to “Worksheet Object”, and then “Open”. To exit, save any changes and exit out of the spreadsheet. Alternatively, double click anywhere on the table. To exit the spreadsheet, single click anywhere outside of the table.

Complete the following table by entering the anticipated cost for a baccalaureate degree (tuition and fees for lower-division and upper-division credit hours) at the proposing FCS institution.

	<b>Cost per credit hour</b>	<b>Number of credit hours</b>	<b>Total cost</b>
Tuition & Fees for lower division:	\$ 103.06	78	\$ 8,039
Tuition & Fees for upper division:	\$ 112.19	42	\$ 4,712
<b>Tuition &amp; Fees (Total):</b>		<b>120</b>	<b>\$ 12,751</b>

**Please Note:** 60 credit hours of regionally accredited AS and AA are transferred in, plus 18 Lower Division credit hours (AS: 18 General Education, AA: 18 Lower Division Technical Electives) and 42 Upper Division credit hours for Grand Total of 120 credit hours. (See Section 13.7.1, pp. 27-28)

Select if the program will be designated such that an eligible student will be able to complete the program for a total cost of no more than \$10,000 in tuition and fees. If selected, please indicate below how the institution will make up any difference above \$10,000 (e.g., institutional scholarships).

Students majoring in this program if meet the eligibility requirements as outlined in appendix G could graduate from the program for a total of no more than \$10,000. Valencia’s Foundation will assume the balance of the tuition once the student has exhausted all out-of-pocket expenses including payments to Valencia in the form of cash, checks, credit cards, Florida Pre-Paid Tuition Program payments or tuition-based loans. Federal or State grants, Bright Future Scholarship awards, dual enrollment, institutional or Foundation scholarships, waivers, and/or exemption fees related to parking, labs, non-resident charges, access, books, graduation, transcripts, full cost tuition, costs incurred at other institutions, course work taken more than once, and courses taken more than 150 total credit hours. A degree audit will be done to ensure continued eligibility in the program. A list of expenses not considered to be out-of-pocket costs are provided in [Appendix F](#).

4.2 Complete the following table with the estimated cost for a baccalaureate degree (tuition and fees) at each state university in the college's service district or at each state university operating on a site in the college's service district. If the institution does not provide the tuition cost per credit hour, please provide the cost information provided on the institution's website. Please complete this section even if institutions in the service district do not offer the same or a comparable baccalaureate program.

Institution Name	Cost per credit hour (Tuition & Fees)	Number of credit hours	Total cost
University of Central Florida	\$ 212.28	120	\$ 25,474
			\$ -
			\$ -
			\$ -
			\$ -

4.3 Complete the following table with the estimated cost for a baccalaureate degree (tuition and fees) at each nonpublic institution in the college's service district or at each nonpublic institution operating on a site in the college's service district. If the institution does not provide the tuition cost per credit hour, please provide the cost information provided on the institution's website. Please complete this section even if institutions in the service district do not offer the same or a comparable baccalaureate program.

Institution Name	Cost per credit hour (Tuition & Fees)	Number of credit hours	Total cost
University of Phoenix	\$ 415.00	120	\$ 49,800
Barry University	\$ 865.00	120	\$ 103,800
Rollins College	\$ 525.00	120	\$ 63,000
Herzing University	\$ 570.00	120	\$ 68,400
Stetson University	\$ 1,472.00	120	\$ 176,640

Note: Stetson University undergraduate programs include 32 units at \$5,520 per unit course totaling \$176,640. Assumes 120 credit hours, the cost per credit will be \$1,472.

**PROJECTED BACCALAUREATE PROGRAM ENROLLMENT**

5.1 To activate the Excel spreadsheet, right click within the spreadsheet, go to “Worksheet Object”, and then “Open”. To exit, save any changes and exit out of the spreadsheet. Alternatively, double click anywhere on the table. To exit the spreadsheet, single click anywhere outside of the table.

Complete the following table by entering the projected enrollment information for the first four years of program implementation. Unduplicated headcount enrollment refers to the actual number of students enrolled. Full-time equivalent (FTE) refers to the full- time equivalent of student enrollment.

		<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>
5.2	Unduplicated headcount enrollment:	100	175	250	350
5.3	Program Student Credit Hours (Resident)	1800	3,150	4,500	6,300
5.4	Program Student Credit Hours (Non-resident)	0	0	0	0
5.5	Program FTE - Resident (Hours divided by 30)	60	105	150	210
5.6	Program FTE - Non-resident (Hours divided by 30)	0	0	0	0
5.7	Total Program FTE	60	105	150	210

**PROJECTED DEGREES AND WORKFORCE OUTCOMES**

6.1 The Excel spreadsheet below is set up with predefined formulas. To activate the spreadsheet, right click within the spreadsheet, go to “Worksheet Object”, and then “Open”. To exit, save any changes and exit out of the spreadsheet. Alternatively, double click anywhere on the table. To exit the spreadsheet, single click anywhere outside of the table.

Complete the following table by entering the projected number of degrees awarded, the projected number of graduates employed, and the projected average starting salary for program graduates for the first four years of program implementation. Please note the “Year 1” column in the “Count of Degrees Awarded” row (6.2) is not likely to have any graduates taking into account length of time to degree completion.

		<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>
6.2	Count of Degrees Awarded	NA	NA	118	182
6.3	Number of Graduates Employed	NA	NA	106	164
6.4	Average Starting Salary	NA	NA	\$57,000	\$59,000

## REVENUES AND EXPENDITURES

7.1 The Excel spreadsheet below is set up with predefined formulas. To activate the spreadsheet, right click within the spreadsheet, go to “Worksheet Object”, and then “Open”. To exit, save any changes and exit out of the spreadsheet. Alternatively, double click anywhere on the table. To exit the spreadsheet, single click anywhere outside of the table.

Complete the following table by entering the projected program expenditures and revenue sources for the first four years of program implementation.

		<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>
7.2	Program Expenditures:	\$ 200,453.00	\$ 336,234.00	\$ 404,278.00	\$ 495,508.00
7.2.1	Instructional Expenses	\$ 152,099.00	\$ 284,570.00	\$ 351,229.00	\$ 440,994.00
7.2.2	Operating Expenses	\$ 48,354.00	\$ 50,664.00	\$ 52,049.00	\$ 53,514.00
7.2.3	Capital Outlay	\$ -	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
7.3	Revenue:	\$ 201,942.00	\$ 353,399.00	\$ 504,855.00	\$ 706,797.00
7.3.1	Upper Level - Resident Student Tuition Only	\$ 165,222.00	\$ 289,139.00	\$ 413,055.00	\$ 578,277.00
7.3.2	Upper Level - Nonresident Student Fees				
7.3.3	Upper Level - Other Student Fees	\$ 36,720.00	\$ 64,260.00	\$ 91,800.00	\$ 128,520.00
7.3.4	Florida College System Program Funds				
7.3.5	Other Sources				
7.4	Carry Forward:				
7.4.1	Total Funds Available	\$ 201,942.00	\$ 353,399.00	\$ 504,855.00	\$ 706,797.00
7.4.2	Total Unexpended Funds (carry forward)	\$ 1,489.00	\$ 17,165.00	\$ 100,577.00	\$ 211,289.00

\*Please replace the “Year 1” through “Year 4” headers with the corresponding years reported.

## ENROLLMENT PROJECTIONS AND FUNDING REQUIREMENTS

8.1 Provide a narrative justifying the estimated program enrollments and outcomes as they appear in Sections 5.1 – 6.1.

The projected enrollment for Valencia's B.A.S. program in Public Safety Administration is based on several factors:

- a) Valencia's current A.S. degree graduates.
- b) The number of annual job openings in Orange and Osceola Counties that required leadership and administrative knowledge and skills.
- c) Continuous collaboration with the local public safety agencies in particular individuals currently serving on the Criminal Justice and Fire Science Technology Advisory Council.
- d) FETPIP placement data for the Criminal Justice and Fire Science Technology A.S programs. Also, as mentioned in Section 3.2, both the Criminal Justice and Fire Science Technology students were surveyed in November 2022. Respondents overwhelmingly indicated (88%) that they were either highly interested or interested in pursuing the B.A.S. degree.

New Admissions: Considering all the above factors the college expects to admit in the B.A.S program 100 students in year one, 175 student in year two, 250 students in year three, and 350 students in year four. Considering the graduation pattern for the A.S in Criminal Justice and Fire Science Technology programs at Valencia College, we project based on the student headcount of 100 in year one, the college projects to have the first cohort of graduates of between 15 students in year 2 and 40 graduates in year three of the program.

8.2 Provide a brief explanation of the sources and amounts of revenue that will be used to start the program as well as expenditures as they appear in Section 7.1.

The proposed B.A.S. in Public Safety Administration will be funded by tuition, Florida College System Program Funds, and other student fees. Tuition: Revenue is based on planned student enrollment as outlined in Table 5.2 with the assumption that all the student enrollment is resident based. No tuition increases are projected over the four years in the table. College Operating Funds: The Executive Dean of School of Public Safety, Dr. Jeff Goltz, has been overseeing the development of the program and will continue to oversee the implementation of the program: The expenditure of an estimated 10% of the dean's annual salary and benefits are not included in the revenue and expenditure budget since this cost is already funded by the College's operating budget and would be offset on the revenue side through the Florida College System Program Funds. In addition to the current full-time faculty with master's and doctoral credentials who are available to teach the upper-level courses, Dr. Goltz has also secured a new full-time faculty to start teaching the upper-level courses in Spring 2024. To meet the enrollment demand, additional part-time faculty will be hired to teach upper-level courses. For program budgeting purposes only "new" program expenditures have been included thus no revenue from the Florida College System Program Fund has been included since these costs are already a component of the College's recurring operating budget. Other Student Fees: There are no anticipated lab fees currently. During the academic year 2023-24, the college anticipates incurring program expenditures for the B.A.S. upper-level courses at a projected amount of \$200,453; this includes faculty (full-time and part-time) salaries and fringes, faculty & staff Professional Development (PD)

including travel, instructional material & supplies, minor equipment, and program marketing. Due to projected enrollment growth, the college anticipates an operating cost of \$336,234 for 2024-25, \$404,278 for 2025-26, and \$495,508 for the year 2026-27. Any future tuition increases have not been incorporated in these calculations. At this time, special equipment purchases are not required for this program. Valencia College is committed to quality education. The college's Human Resources (HR) office has adopted a strong PD program for all faculty and staff. The PD program includes professional leadership, in-service training opportunities for best teaching practices, and profession enhancement opportunities. The projected budget (Table 7.1) adequately reflects the needed annual budget through 2026-2027 to support instruction, faculty & staff professional development, student services and support system, program marketing material, and the necessary materials and supplies.

## PLANNING PROCESS

9.1 Summarize the internal planning process. In timeline format, please describe the steps your institution took in completing the internal review and approval of the baccalaureate program. For example, summarize actions taken by the academic department proposing the degree, any non-academic departments, the college-wide curriculum committee, the college president, the Board of Trustees and any other areas.

Engagement Activities	Date(s)	Attendees	Description of Activity
Establishment of the need for the program	6/18/2021	AVP of CWE, Executive Dean of Public Safety, Social Science Dean	Reviewed the 2020-21 annual Economic Gap Analysis report provided by the Career and Workforce Education (CWE) office. Discussed the need for the BAS degree in Public Safety Administration.
Conversation with internal stakeholders	8/30/2021	Business and Organizational Leadership Bachelor Program Team	Discussed the labor market data to determine if there should be consideration of the development of the bachelor's degree in public safety
	10/11/2021	Academic Affairs Leadership Team	Nasser Hedayat shared with the team the development of the bachelor proposal
	3/1/2022	Nasser Hedayat, Jeff Goltz, Susan Dunn	Discus planning a meeting with UCF Criminal Justice Program Chair Dr. Naim Kapuca
Visioning Meeting	4/14/2022	AVPs, Deans, Faculty and Staff	Program "visioning" session, discussed program and courses, program development, and timeline
Presentation to Workforce Team (WT)	8/9/2022	College-wide CTE Deans	Jeff Goltz presented the program SBAR (Situation, Background, Assessment, Recommendation) to workforce Team for their input and endorsement
Program Approval Requirements	8/24/2022	VP of Public Safety, VP of Academic Affairs	SBAR with the WT feedback was presented.

Presentation to Senior Team	9/22/2022	School of Public Safety Executive Dean, College Senior Leadership Team	Dean presented the SBAR to college Leadership. Program was approved for Phase 2 of the Program Development
Meeting with CJ and Fire Science faculty and staff	9/26/2022	Public Safety Program Chair and Faculty, CWE staff	Initial conversation with college-wide faculty and staff about the need for the program
SACS Requirements	10/8/2022	Dean, Executive Dean, SACS Director	Discussed the SACS notification and the application requirements for Substantive Change
Institutional Research	10/11/2022	Director of Institutional Research, Deans	Researched current student program enrollment
Research & Analytics	10/20/2022	VP, Deans	Coordinated development of surveys for students and public safety industry
Financial Aid Requirements	10/25/2022	Dean, Executive Dean, AVP of Financial Aid	Discussed the eligibility criteria for students to receive financial aid
Survey Development	11/11/2022	Deans, faculty, CPAs, public safety stakeholders	Planned the survey instruments for students, incumbent public safety workers and agencies
Board of Trustees	1/19/2023	Valencia's DBOT and College Senior Leadership	Approval of new program
Curriculum Committee	5/17/2023	Valencia's Curriculum Committee Members	Approved the BAS in Public Safety Administration curriculum

9.2 Summarize the external planning process with the business and industry community. In timeline format, please describe your institution's interactions and engagements with external stakeholders, including but not limited to industry advisory boards meetings, discussions with advisory committees, briefings from local businesses, consultations with employers, and conducting paper and online surveys.

Engagement Activities	Date(s)	Attendees	Description of Activity
Communication with Regional Public Safety Leaders	4/22/2022	Orange Co. Public Safety Director, Orange Co. Sheriff, Orange Co. Corrections Dept. Chief, Kissimmee Police Chief, Osceola Co. Fire Rescue Chief, Osceola Co. Corrections Chief	All expressed overwhelming support for the program
Fire Rescue Institute Advisory Meeting	10/11/2022	Fire Chiefs and Training Chiefs from Orange and Osceola Counties	Expressed overwhelming support for the program and recommended a variety of topics for the program and courses
Meeting with Orlando Police Department	10/12/2022	Chief Eric Smith, Staff Director Dave Arnott	Expressed support for the program and recommended a variety of topics for the program and courses
Criminal Justice Advisory Board Meeting	11/17/2022	Training staff and commanders from law enforcement and corrections agencies in Orange County	Expressed overwhelming support for the program and recommended a variety of topics for the program and courses

<p>9.3 List external engagement activities with public and nonpublic postsecondary institutions. This list shall include meetings and other forms of communication among external postsecondary institutions regarding evidence of need, demand, and economic impact.</p>
<p>9.3.1 Public Universities in College’s Service District</p>
<p>Date(s): 3/24/2021, 4/8/2021, 3/22/2022, 11/7/2022</p> <p>Institution(s): University of Central Florida (UCF)</p> <p>Activity Descriptions and Outcomes: Presented Valencia’s plan for the BAS in Public Safety Administration degree. UCF team had no concerns and supportive of Valencia to offer the program. We agreed to continue our collaboration to develop a pathway for Valencia’s BAS graduates to UCF graduate programs. Shared a copy of the NOI for the proposed program with the Consortium Academic Coordination Committee (CACC). The CACC includes leaderships from the DirectConnect Institutions and UCF, and they fully endorsed the proposed program (<a href="#">Appendix G</a>).</p>
<p>9.3.2 Regionally Accredited Institutions in College’s Service District</p>
<p>Date(s): 12/14/2022, 01/04/2023</p> <p>Institution(s): Seminole State College</p> <p>Activity Descriptions and Outcomes: Dr. Hedayat, Valencia’s Assistant Vice President for Career and Workforce Education shared Valencia’s plan for offering a new bachelor program in Public Safety Administration and program modality information with Vice President of Academic Affairs, Dr. Laura Ross. Dr. Ross provided Dr. Hedayat a letter of support on January 4, 2023.</p>
<p>9.3.3 Institutions outside of College’s Service District (If applicable)</p>
<p>Date(s): 10/12/2022, 10/16/2022</p> <p>Institution(s): Lake Sumter State College</p> <p>Activity Descriptions and Outcomes: Discussed Valencia’s program and articulation pathways for LSSC Criminal Justice graduates to Valencia’s BAS program.</p>

## PROGRAM IMPLEMENTATION TIMELINE

10.1	Indicate the date the notice was initially posted in APPRISe.	10/06/2022
10.2	Indicate the date of District Board of Trustees approval.	01/19/2023
10.3	Indicate the date the Notice of Intent (NOI) was submitted to DFC.	01/21/2023
10.4	Indicate the date the completed proposal was submitted to DFC.	05/19/2023
10.5	<p>Indicate the date the proposal is targeted for State Board of Education (SBOE) consideration.</p> <p>Please note that from the date the DFC receives the finalized proposal, the Commissioner has 45 days to recommend to the SBOE approval or disapproval of the proposal. Please take into account the date you plan to submit the proposal in accordance with the <a href="#">next SBOE meeting</a>.</p>	08/23/2023
10.6	Indicate the date the program is targeting for SACSCOC approval (if applicable).	Pending SBOE approval
10.7	Indicate the date the program is targeting initial teacher preparation program approval (if applicable).	NA
10.8	Indicate the targeted date that upper-division courses are to begin.	May 2024

## FACILITIES AND EQUIPMENT SPECIFIC TO PROGRAM AREA

11.1 Describe the existing facilities and equipment that the students in the program will utilize.

The School of Public Safety currently has 16 dedicated (30 student capacity) general lecture rooms, 2 computer labs, and 36 offices for program faculty, advisers, and administrators.

11.2 Describe the new facilities and equipment that will be needed for the program (if applicable).

The current computer labs, general classrooms, and faculty offices available to this program adequately support the required upper-level courses for the B.A.S. program for the first four years of the program. All computers in the labs and faculty offices will be replaced and the required software will be updated through the college technology refresh program. The college leadership is also committed to allocate additional rooms and computers as needed.

## LIBRARY AND MEDIA SPECIFIC TO PROGRAM

12.1 Describe the existing library and media resources that will be utilized for the program.

The Valencia Libraries support the needs of all students, faculty, and staff by offering services including electronic library services, access to the internet, and information literacy instruction consistent with the degrees offered at the institution. The library staff work closely with the department faculty to ensure the latest resources will be available to support the curriculum. Full-service libraries are located on all Valencia's campuses. Valencia's East Campus Library was identified to house the print materials for the BAS in Public Safety Administration program. The current library collections include more than 80,605 books, 493,622 e-books, 39,345 audiovisual materials, 4 print serial subscriptions, and 152 online databases. All students, including those predominantly engaged in distance learning, have access to online databases, e-book collections, and online library instruction tutorials. Through a statewide reciprocal agreement, students also have access to library materials from Florida public colleges and universities. Valencia librarians conducted a thorough inventory of library/media resources to identify current holdings that will support the BAS in Public Safety Administration program, including books, e-books, audiovisual materials, serial subscriptions, and online databases as illustrated in the following table.

**Existing Library/Media Resources  
Relevant to the BAS Public Safety Administration**

Program	Books	e-Books	Print Subscriptions	E-Journals	Audiovisuals	Databases
BAS Public Safety Administration	1,807	4,852	0	2,232	1,331	10

12.2 Describe the new library and media resources that will be needed for the program (if applicable).

Valencia librarians have projected a cost of approximately \$9,653.39 for new library/media resources needed to support the proposed BAS in Public Safety Administration. In addition, the library will be adding an annual print subscription to Public Administration Review published by the American Society for Public Administration. Strategies used to identify appropriate baccalaureate level materials for the BAS in Public Safety Administration program included:

- a. Consulted GOBI Library Collection Development System to identify program related e-books and print resources.
- b. Consulted ProQuest LibCentral Administrative Module to identify e-books.
- c. Reviewed the current program-related holdings at all Florida state college and university libraries.
- d. Reviewed program specific classes offered at colleges with a similar degree for course specific materials to support the program. These colleges included Eastern Florida State College, Florida State College at Jacksonville, Florida Southwestern State College, Seminole State College, St. Petersburg College, and State College of Florida - Manatee-Sarasota.

The Valencia Libraries' collections are strong in the related programs and common specializations in the Public Safety Administration degree such as criminal justice, fire science, emergency medical services, and cybersecurity. The librarians identified a gap in the current materials related to public safety management, leadership, and administration as well as the legal and ethical aspects of public safety. The total new materials needed are in the table below and the itemized list of new items with their initial costs appears in [Appendix H](#) of Supplemental Materials.

**Summary of New Library/Media Resources Needed  
Relevant to the BAS Public Safety Administration**

Program	E-Books	Print Resources
BAS Public Safety Administration	23	28

**ACADEMIC CONTENT**

13.1 List the admission requirements for the proposed baccalaureate program and describe the process for each admission pathway as reported in section 1.6, including targeted 2+2 agreements, academic GPA, test scores, fingerprints, health screenings, background checks, signed releases, and any other program requirements (as applicable).

Students must submit official transcripts from all prior colleges and universities and must meet one of the following criteria:

1. Completion of an Associate in Arts (A.A) degree\* from a regionally accredited institution with a minimum of 60 semester hours of course work and a 2.0 overall Grade Point Average (GPA).
2. Completion of an Associate in Science degree in Criminal Justice or Fire Science Technology\* from a regionally accredited institution with a minimum of 60 semester hours of course work and a 2.0 overall Grade Point Average (GPA).
3. \*Other Associate or higher degrees must be formally evaluated by the Business Department for admission.

13.2 What is the estimated percentage of upper-division courses in the program that will be taught by faculty with a terminal degree?

25%

13.3 What is the anticipated average student/teacher ratio for each of the first three years based on enrollment projections?

Year 1	Year 2	Year 3
25:1	25:1	25:1

13.4 What specialized program accreditation will be sought, if applicable? What is the anticipated specialized program accreditation date, if applicable?

NA

13.5 If there are similar programs listed in the Common Prerequisites Manual (CPM), list the established common prerequisites courses by CIP code (and track, if any).

There are no specified common prerequisites for this major.

13.6 Describe any proposed revisions to the established common prerequisites for this CIP (and track, if any).

My institution does not anticipate proposing revisions to the common prerequisite manual.

My institution does anticipate proposing revisions to the common prerequisite manual, as summarized below.

Click or tap here to enter text.

13.7 The Excel spreadsheets below are set up with predefined formulas. To activate the spreadsheet, right click within the spreadsheet, go to “Worksheet Object”, and then “Open”. To exit, save any changes and exit out of the spreadsheet. Alternatively, double click anywhere on the table. To exit the spreadsheet, single click anywhere outside of the table.

For each primary pathway identified in Section 1.6, list all courses required once admitted to the baccalaureate program by term, in sequence. Include credit hours per term and total credits for the program. Please note what courses fulfill general education (ge), program core (pc), elective requirements (elec), and what courses apply to concentrations (conc), if applicable, by including the provided abbreviations in parentheses following each course title.

13.7.1	Program of Study for Students with A.A. Degree	
Term 1	Course Title	Credit Hours
PAD 3003	Introduction to Public Administration	3
PAD 3040	Ethics and Values in Public Administration	3
CCJ 1020	Introduction to Criminal Justice	3
CCJ 1010	Criminology	3
	Total Term Credit Hours	12
Term 2	Course Title	Credit Hours
PAD 3034	Public Policy	3
PAD 4332	Strategic and Operational Planning	3
CJC 2000	Introduction to Corrections	3
CCJ 2053	Ethics in Criminal Justice	3
	Total Term Credit Hours	12
Term 3	Course Title	Credit Hours
PAD 3113	Leadership and Management	3
PAD 3821	Contemporary Issues in Public Safety	3
PAD 4232	Grant Administration and Resource Development	3
CJE 2000	Policing Systems and Procedures	3
	Total Term Credit Hours	12
Term 4	Course Title	Credit Hours
PAD 3874	Community Relations: Theory and Practice	3
PAD 4723	Applied Research Methods for Policy and Management	3
DSC 3243	Industrial Security	3
CJL 2100	Criminal Law	3
	Total Term Credit Hours	12
Term 5	Course Title	Credit Hours
PAD 4414	Public Personnel Administration	3
PAD 4878	Public Safety Administration Capstone	3
PAD 4089	National Incident Management	3
FES 3003	Fire and Emergency Service Administration	3
	Total Term Credit Hours	12
Term 6	Course Title	Credit Hours
	Total Term Credit Hours	0
<b>Program Total Credit Hours:</b>		<b>60</b>

13.7.2	Program of Study for Students with A.S./A.A.S. Degree	
Term 1	Course Title	Credit Hours
PAD 3003	Introduction to Public Administration	3
PAD 3040	Ethics and Values in Public Administration	3
ENC 1102	Freshman Composition II	3
HUM 2250	20 <sup>th</sup> and 21 <sup>st</sup> Century Humanities	3
	Total Term Credit Hours	12
Term 2	Course Title	Credit Hours
PAD 3034	Public Policy	3
PAD 4332	Strategic and Operational Planning	3
MAC 1105	College Algebra	3
ESC 1000	Earth Sciences	3
	Total Term Credit Hours	12
Term 3	Course Title	Credit Hours
PAD 3113	Leadership and Management	3
PAD 3821	Contemporary Issues in Public Safety	3
PAD 4232	Grant Administration and Resource Development	3
POS 2112	State and Local Politics	3
	Total Term Credit Hours	12
Term 4	Course Title	Credit Hours
PAD 3874	Community Relations: Theory and Practice	3
PAD 4723	Applied Research Methods for Policy and Management	3
DSC 3243	Industrial Security	3
SPC 1608	Fundamentals of Speech	3
	Total Term Credit Hours	12
Term 5	Course Title	Credit Hours
PAD 4414	Public Personnel Administration	3
PAD 4878	Public Safety Administration Capstone	3
PAD 4089	National Incident Management	3
FES 3003	Fire and Emergency Service Administration	3
	Total Term Credit Hours	12
Term 6	Course Title	Credit Hours
	Total Term Credit Hours	0
<b>Program Total Credit Hours:</b>		<b>60</b>

13.8 Indicate whether the program is being proposed as a limited or restricted access program.

- Limited Access
- Restricted Access
- N/A

Provide additional information (e.g., enrollment capacity, admissions requirements, etc.) if the program is being proposed as a limited or restricted access program.

NA

## PROGRAM TERMINATION

14.1 Provide a plan of action if the program is terminated in the future, including teach-out alternatives for students.

Valencia has a detailed process for program discontinuation. The following steps will be taken if it becomes necessary for Valencia to terminate the B.A.S. in Public Safety Administration program. Based on a program review or evaluation, including a comprehensive analysis of workforce demand, enrollment data, completion rates, job placement rates, college resources, and community needs warrants program termination, the college will make a good faith effort to inform and assist affected students, faculty, administrative and support staff in a timely manner to provide minimal disruption to their course of study or professional careers. The lead academic dean in the program area will develop a plan including a Teach-Out Plan for the discontinuation of the program. The plan will include:

- The date of closure of the program and communication with students, faculty, and staff about the closing of the program including a phase-out timeline.
- To identify students who will be affected by the closing of the program and provide information about the discontinuation of the program.
- To provide students with program options (if any), and how required courses within the program will be offered and scheduled so that students interested can complete their program within a specified timeline.
- Faculty and staff related to the program will be informed about the discontinuation of the program. The college will review other potential program areas of need in which faculty are qualified to teach and/or offer assistance in identifying other institutions with potential employment opportunities (if needed).
- Develop and submit a plan for discontinuation for SACSCOC approval in advance of implementation of the discontinuation.
- Notification of the discontinuation will be submitted to the Florida College System.
- Other State Colleges offering the program locally have agreed to accept students who desire to complete outside of the phase-out timeline.
- External accreditation will be notified of the discontinuation (if applicable).

## SUPPLEMENTAL MATERIALS

15.1 Summarize any supporting documents included with the proposal, such as meeting minutes, survey results, letters of support, and other supporting artifacts. Throughout the proposal, please include in-text references to the supplemental materials for reviewer reference.

The following supporting documents are included:  
Appendix A Public Safety Agency Letters of Support  
Appendix B Criminal Justice and Fire Science Technology  
Advisory Council  
Appendix C Criminal Justice and Fire Science Technology  
Student Survey  
Appendix D Public Safety Admin BAS Employer Survey  
Appendix E Public Safety Admin BAS Employee Survey  
Appendix F \$10,000 Bachelor's degree requirements  
Appendix G(1) Direct Connect Institutions' Letter of Support  
Appendix G(2) UCF CCIE Letter of Support  
Appendix H Itemized New Library/Media Resources

15.2 List any objections or alternative proposals for this program received from other postsecondary institutions. If objections or alternative proposals were received, institutions are welcome to submit a rebuttal and include any necessary supporting documentation.

There were no objections or alternative proposals for this program.

## Supplemental Materials - Valencia Documentation

### Appendix A – Public Safety Agency Letters of Support



**ERIC D. SMITH**  
**CHIEF OF POLICE**

July 12, 2023

Dr. Kathleen Plinske, President  
Valencia College  
1800 South Kirkman Road  
Orlando, FL 32835

RE: Bachelor of Applied Science in Public Safety Administration

Dear Dr. Plinske,

The Orlando Police Department, a large municipal police department in the state of Florida, is honored to support Valencia College's proposal for a Bachelor of Applied Science in Public Safety Administration. In collaboration with other regional law enforcement agencies and Valencia College, we have asked Valencia College to consider the development of the proposed degree program in response to our workforce needs in law enforcement as well as the development and preparation for the promotion of members at our law enforcement agency. I understand the educational level for Police Officers identified by Florida's Department of Economic Opportunity (DEO) is an entry-level position with post-secondary education, but we hire highly qualified candidates at our agency. Thus, we strongly believe applicants for police officers with a bachelor's degree are highly desired for employment at our law enforcement agency.

Furthermore, beyond an entry-level position at the Orlando Police Department, it is highly recommended, and required to obtain certain ranks, that our "sworn" employees and civilians within our agency have a relevant bachelor's degree, like Valencia's proposed degree, to assume the leadership positions for the sworn positions of Lieutenant, Captain, and Deputy Chief positions and management positions within our civilian workforce. This program will assist with filling a need for qualified and experienced candidates for mid and upper-level management positions in law enforcement.

Through our long-lasting partnership, the Orlando Police Department understands Valencia College continues to develop and promote programs that address the incredible entry-level, management and leadership needs within central Florida's public safety workforce. The ability to expand baccalaureate degree offerings can only mean an increased opportunity for our workforce to obtain degrees locally in high-demand areas. This baccalaureate degree program is critical in creating highly skilled and educated public safety officers, managers, and leaders for high-paying jobs within our industry.

The Orlando Police Department fully supports Valencia College in its effort to offer a baccalaureate degree in Public Safety Administration. We are confident this degree program will provide graduates with the education and skills to enter, manage, and lead our law enforcement community.

Please contact me if you have any questions at 407-246-2401, or via email.

Sincerely,

A handwritten signature in blue ink, appearing to read "Eric D. Smith".

Eric D. Smith  
Chief of Police

EDS/jg



Chief Bryan Holt  
Osceola County Corrections Dept.  
402 Simpson Road  
Kissimmee, FL 34744  
Bryan.Holt@osceola.org

July 12, 2023

Dr. Kathleen Plinske, President  
Valencia College  
1800 South Kirkman Road  
Orlando, FL 32835

RE: Bachelor of Applied Science in Public Safety Administration

Dear Dr. Plinske,

The Osceola County Corrections Department, a growing corrections department in the state of Florida, is honored to support Valencia College's proposal for a Bachelor of Applied Science in Public Safety Administration. Our corrections industry has asked Valencia College to consider the development of the proposed degree program in response to our workforce's needs in corrections as well as the development and preparation for the promotion of members at our corrections agency.

I understand the educational level for Correctional Officers identified by Florida's Department of Economic Opportunity (DEO) is an entry-level position with post-secondary education, but beyond this entry-level position, it is highly recommended that the corrections officers and civilians within our agency have a relevant bachelor's degree, like Valencia's proposed degree. The Osceola County Corrections Department strongly recommends corrections officers pursue higher education to assume management and leadership positions for the sworn positions of Lieutenant, Captain, Major, and Deputy Chief. We believe this program will assist with filling a need for qualified and experienced candidates for mid and upper-level management positions in corrections.

Through our long-lasting partnership, the Osceola County Corrections Department understands Valencia College continues to develop and promote programs that address the incredible management and leadership needs within central Florida's public safety workforce. The ability to expand baccalaureate degree offerings can only mean an increased opportunity for our workforce to obtain affordable degrees locally in high-demand areas. This baccalaureate degree program is critical in creating highly skilled and educated public safety leaders and managers for high-paying jobs within our industry.

The Osceola County Corrections Department fully supports Valencia College in its effort to offer a baccalaureate degree in Public Safety Administration.

Please feel free to contact me if you have any questions at 407-742-4301 or via email.

Sincerely,

A handwritten signature in black ink, appearing to read "Bryan Holt", written over a white background.

Bryan Holt, Chief  
Osceola County  
Corrections Department



July 13, 2023

Dr. Kathleen Plinske, President  
Valencia College  
1800 South Kirkman Road  
Orlando, FL 32835

**RE: Bachelor of Applied Science in Public Safety Administration**

Dear Dr. Plinske,

Orlando Fire Department is honored to support Valencia College's proposal for a Bachelor of Applied Science in Public Safety Administration. We have requested that Valencia College consider providing a degree program in response to our workforces growing demand on administrative skills that will develop and enhance them as they promote to chief level positions. This credential would allow me to prepare a qualified pool of candidates to select from when filling vacancies and promoting chief level officers. I understand the educational level for Firefighters identified by Florida's Department of Economic Opportunity (DEO) is an entry-level position with post-secondary education but beyond this entry-level position, in the very technical field of fire rescue, our region is in desperate need of a bachelor's degree program that prepares our workforce for administrative and management levels in our industry.

I strongly recommended that the fire service professionals within our agency and others have a relevant bachelor's degree, similar to Valencia's proposed degree, to assume the leadership positions of Lieutenant, Division/Battalion Chief, Assistant Chief, Deputy Chief and many other management positions within our civilian ranks. This program will assist with filling a need for qualified and experienced candidates for mid and upper-level management positions in fire rescue.

Orlando Fire Department understands that Valencia College continues to develop and promote programs that address the incredible management and leadership needs within central Florida's public safety workforce. The ability to expand high-quality and affordable baccalaureate degree offerings can only mean an increased opportunity for our workforce to obtain degrees locally in high-demand areas. This baccalaureate degree program is critical in creating highly skilled and educated public safety leaders and managers for high-paying jobs within our industry. This degree certainly aligns with the goals of our workforce to become highly educated to bring innovative ideas and skills to manage and lead today's growing and ever-changing fire rescue industry.

As a strong, collaborative and responsive partner, Orlando Fire Department fully supports Valencia College in its effort to offer a baccalaureate degree in Public Safety Administration.

Please contact me if you have any questions at 407-246-3125 or [charles.salazar@orlando.gov](mailto:charles.salazar@orlando.gov).

Sincerely,

A handwritten signature in black ink, appearing to read "Charlie Salazar". The signature is fluid and cursive, with a long horizontal stroke at the end.

Charlie Salazar  
Fire Chief



**APOPKA FIRE DEPARTMENT**  
175 E. 5<sup>TH</sup> Street Apopka, FL 32703 Phone: (407) 703-1756 Fax: (407) 703-1714

January 30<sup>th</sup>, 2023

Dr. Kathleen Plinske, President  
Valencia College  
1800 South Kirkman Road  
Orlando, FL 32835

RE: Bachelor of Applied Science in Public Safety Administration

Dear Dr. Plinske,

Apopka Fire Department is honored to support Valencia College's proposal for a Bachelor of Applied Science in Public Safety Administration. This program will assist with filling a need for qualified employees in the fields of law enforcement, corrections, fire services, and security. Through our long-lasting partnership, the Apopka Fire Department understands Valencia College continues to develop and promote programs that address future workforce needs and current employment opportunities. There is an incredible need in management and leadership by regional public safety agencies. The ability to expand baccalaureate degree offerings can only mean an increased opportunity for our workforce to obtain degrees locally in high-demand areas. This baccalaureate degree program is critical in creating high-paying jobs within our industry. The Apopka Fire Department fully supports Valencia College in their effort to offer a baccalaureate degree in Public Safety Administration.

Please contact me if you have any questions at 407-703-1756 or email at [swylam@apopka.net](mailto:swylam@apopka.net)

Sincerely,

Sean J. Wylam, MIFireE, CFO, EFO  
Fire Chief  
Apopka Fire Department



February 8, 2023

Dr. Kathleen Plinske, President  
Valencia College  
1800 South Kirkman Road  
Orlando, FL 32835

RE: Bachelor of Applied Science in Public Safety Administration

Dear Dr. Plinske,

The Apopka Police Department is honored to support Valencia College's proposal for a Bachelor of Applied Science in Public Safety Administration. This program will assist with filling a need for qualified employees in the fields of law enforcement, corrections, fire services, and security. Through our long-lasting partnership, the Apopka Police Department understands Valencia College continues to develop and promote programs that address future workforce needs and current employment opportunities. There is an incredible need in management and leadership by regional public safety agencies. The ability to expand baccalaureate degree offerings can only mean an increased opportunity for our workforce to obtain degrees locally in high-demand areas. This baccalaureate degree program is critical in creating high-paying jobs within our industry. The Apopka Police Department fully supports Valencia College in their effort to offer a baccalaureate degree in Public Safety Administration.

Please contact me if you have any questions at 407-703-1789 or email: [mmckinley@apopka.net](mailto:mmckinley@apopka.net).

Sincerely,

A handwritten signature in blue ink that reads "Mike McKinley".

Mike McKinley  
Chief of Police  
Apopka Police Department

112 E. 6TH STREET, APOPKA, FL 32703 P: 407-703-1789 F: 407-703-1786 WWW.APOPKA.NET

*A Leader in Law Enforcement*



## ***Belle Isle Police Department***

---

1521 NELA AVENUE  
BELLE ISLE, FL 32809  
PHONE (407) 240-2473  
FAX (407) 850-1616

February 22, 2023

Dr. Kathleen Plinske, President  
Valencia College  
1800 South Kirkman Road  
Orlando, FL 32835

RE: Bachelor of Applied Science in Public Safety Administration

Dear Dr. Plinske,  
Please accept this letter in support of Valencia's development of a Bachelor of Applied Science in Public Safety Administration. The Belle Isle Police Department is excited to hear of the learning opportunities that students will have throughout this program. Based on our past and current relationship with Valencia College, we are confident that you will deliver a program that provides baccalaureate graduates with the skills needed to become leaders in public safety.  
I fully support Valencia College in their efforts to start this bachelor's degree program.

Respectfully,

A handwritten signature in blue ink that reads "Laura Houston".

Laura Houston

Chief of Police



## CITY OF EDGEWOOD POLICE DEPARTMENT

---

January 30, 2023

Dr. Kathleen Plinske, President  
Valencia College  
1800 South Kirkman Road  
Orlando, FL 32835

RE: Bachelor of Applied Science in Public Safety Administration

Dear Dr. Plinske,

Please accept this letter as my support of Valencia College's development of a Bachelor of Applied Science in Public Safety Administration. Our agency is excited to hear of the learning opportunities that our workforce will have throughout the degree. We are in desperate need of a degree that prepares students for administrative and leadership level opportunities in the public safety sectors of law enforcement, corrections, fire services, and security. The graduates need to have progressive skills and abilities to enter high demand, high skilled, workforce-based career.

Based upon our past and current relationship with Valencia College, we are confident that Valencia will deliver a program that provides baccalaureate graduates with the skills to lead within their field. It is important to our agency that students complete a degree program in Public Safety Administration that is affordable, accessible, and workforce oriented. I know Valencia College is committed to meeting this need while supporting students throughout their program of study. The commitment to excellence through advanced knowledge that students will gain through this needed degree will have a direct impact on our local, state, and federal governments, as well as in the private sector.

I fully support Valencia College in their efforts to offer a Bachelor of Applied Science in Public Safety Administration.

Please contact me if you have any questions at 407-851-2820 Ext 103.

Sincerely,

  
Pete Gauntlett  
Chief of Police

5565 S. ORANGE AVENUE  
EDGEWOOD, FL 32809-3406



[WWW.EDGEWOOD-FL.GOV](http://WWW.EDGEWOOD-FL.GOV)

PHONE 407-851-2820  
FAX 407-851-0604



GREATER ORLANDO AVIATION AUTHORITY  
Orlando International Airport Fire Rescue  
One Jeff Fuqua Blvd  
Orlando, FL 32827-4399  
Ph (407) 825-3038  
Fax (407) 825-3080



February 9, 2023

Dr. Kathleen Plinske, President  
Valencia College  
1800 South Kirkman Road  
Orlando, FL 32835

RE: Bachelor of Applied Science in Public Safety Administration

Dear Dr. Plinske,

Please accept this letter in support of Valencia's development of a Bachelor of Applied Science in Public Safety Administration. The Orlando International Airport Fire Recue Department is excited to hear of the learning opportunities that students will have throughout this program. Based on our past and current relationship with Valencia College, we are confident that you will deliver a program that provides baccalaureate graduates with the skills needed to become leaders in public safety.

I fully support Valencia College in their efforts to start this bachelor's degree program.

Respectfully,

Brenda Bishop  
Fire Chief

**City of Kissimmee Fire Department**

**Office of the Fire Chief**

101 Church St., Suite 200

Kissimmee, Florida 34741-5054

(407) 518-2222 • FAX (407) 933-8604



February 1, 2023

Dr. Kathleen Plinske, President  
Valencia College  
1800 South Kirkman Road  
Orlando, FL 32835

RE: Bachelor of Applied Science in Public Safety Administration

Dear Dr. Plinske,

Please accept this letter as my support of Valencia College's development of a Bachelor of Applied Science in Public Safety Administration. Our agency is excited to hear of the learning opportunities that our workforce will have throughout the degree. We are in desperate need of a degree that prepares students for administrative and leadership level opportunities in the public safety sectors of law enforcement, corrections, fire services, and security. The graduates need to have progressive skills and abilities to enter high demand, high skilled, workforce-based career.

Based upon our past and current relationship with Valencia College, we are confident that Valencia will deliver a program that provides baccalaureate graduates with the skills to lead within their field. It is important to our agency that students complete a degree program in Public Safety Administration that is affordable, accessible, and workforce oriented. I know Valencia College is committed to meeting this need while supporting students throughout their program of study. The commitment to excellence through advanced knowledge that students will gain through this needed degree will have a direct impact on our local, state, and federal governments, as well as in the private sector.

I fully support Valencia College in their efforts to offer a Bachelor of Applied Science in Public Safety Administration.

Professionally,



**CITY OF KISSIMMEE POLICE DEPARTMENT**

8 N. STEWART AVENUE - KISSIMMEE, FLORIDA 34741 - 407.518.1234



01/30/2023

Dr. Kathleen Plinske, President  
Valencia College  
1800 South Kirkman Road  
Orlando, FL 32835

RE: Bachelor of Applied Science in Public Safety Administration

Dear Dr. Plinske,

The Kissimmee Police Department is honored to support Valencia College's proposal for a Bachelor of Applied Science in Public Safety Administration. This program will assist with filling a need for qualified employees in the fields of law enforcement, corrections, fire services, and security. Through our long-lasting partnership, the Kissimmee Police Department understands Valencia College continues to develop and promote programs that address future workforce needs and current employment opportunities. There is an incredible need in management and leadership by regional public safety agencies. The ability to expand baccalaureate degree offerings can only mean an increased opportunity for our workforce to obtain degrees locally in high-demand areas. This baccalaureate degree program is critical in creating high-paying jobs within our industry. The Kissimmee Police Department fully supports Valencia College in their effort to offer a baccalaureate degree in Public Safety Administration.

Please contact me if you have any questions at 407-847-0176 or [jeffrey.odell@kissimmee.gov](mailto:jeffrey.odell@kissimmee.gov)

Sincerely,

Jeffrey M. O'Dell  
Chief of Police

Fire Chief  
Tom Smothers



Deputy Chief  
Charles Van Camp

February 1, 2023

Dr. Kathleen Plinske, President  
Valencia College  
1800 South Kirkman Road  
Orlando, FL 32835

RE: Bachelor of Applied Science in Public Safety Administration

Dear Dr. Plinske,

Ocoee Fire Department is honored to support Valencia College's proposal for a Bachelor of Applied Science in Public Safety Administration. This program will assist with filling a need for qualified employees in the fields of law enforcement, corrections, fire services, and security. Through our long-lasting partnership, the Ocoee Fire Department understands Valencia College continues to develop and promote programs that address future workforce needs and current employment opportunities. There is an incredible need in management and leadership by regional public safety agencies. The ability to expand baccalaureate degree offerings can only mean an increased opportunity for our workforce to obtain degrees locally in high-demand areas. This baccalaureate degree program is critical in creating high-paying jobs within our industry. The Ocoee Fire Department fully supports Valencia College in their effort to offer a baccalaureate degree in Public Safety Administration.

Please contact me if you have any questions at 407-905-3140 or email [tsmothers@ocoee.org](mailto:tsmothers@ocoee.org).

Sincerely,

A handwritten signature in black ink, appearing to read "Tom Smothers". The signature is written in a cursive, flowing style.

Tom Smothers  
Fire Chief



**Corrections Department**

3723 Vision Boulevard  
Reply To: Post Office Box 4970  
Orlando, Florida 32802-4970  
<http://www.bestjail.com/>

February 2, 2023

Louis A. Quiñones, Jr.  
Chief of Corrections  
Tel. 407-836-3565  
[Louis.QuinonesJr@ocfl.net](mailto:Louis.QuinonesJr@ocfl.net)

Dr. Kathleen Plinske, President  
Valencia College  
1800 South Kirkman Road  
Orlando, Florida 32835

**RE: Bachelor of Applied Science in Public Safety Administration**

Dear Dr. Plinske,

The Orange County Corrections Department supports Valencia College in its pursuit of a baccalaureate degree in Public Safety Administration. This program will assist with filling a need for qualified employees in the fields of law enforcement, corrections, fire services, and security. Through our long lasting partnership, the Orange County Corrections Department understands Valencia College continues to develop and promote programs that address future workforce needs and current employment opportunities. There is an incredible need in management and leadership by region public safety agencies. The ability to expand the baccalaureate degree offerings can only mean an increased opportunity for our workforce to obtain degrees locally in high-demand areas. This baccalaureate degree program is critical in creating high-paying jobs within our industry. The Orange County Corrections Department fully supports Valencia College in their effort to offer a baccalaureate degree in Public Safety Administration.

Please contact me at 407-836-3565 if you have any questions.

Sincerely,

A handwritten signature in blue ink, appearing to read "L. Quiñones, Jr.", written over a light blue circular stamp.

Louis A. Quiñones, Jr.  
Chief of Corrections  
Orange County Corrections Department



**Danny Banks, Deputy County Administrator**  
**Director of Public Safety, Orange County Government**  
201 S. Rosalind Avenue, P.O. Box 1393, Orlando, FL 32801  
407-836-5381 Fax 407-836-5440

February 2, 2023

Dr. Kathleen Plinske, President  
Valencia College  
1800 South Kirkman Road  
Orlando, FL 32835

RE: Bachelor of Applied Science in Public Safety Administration

Dear Dr. Plinske,

Over the course of the past three decades, I've had the pleasure of serving Central Florida's citizens as both a law enforcement executive and currently as the Director of Public Safety for Orange County, Florida. Throughout my career, I've seen an ever-increasing need for quality education of our public safety servants across a myriad of disciplines; law enforcement, fire, corrections, and security services.

Similarly, throughout my career, I've seen Valencia College establish itself as a premier educational institution that fulfills the developing educational needs of our public safety workforce. I have witnessed first-hand how Valencia College has grown to be one of the most effective educational institutions of our state in meeting the needs of our community.

It is in that vein that I ask for Valencia College's continued support and your sincere consideration of establishing a Bachelor of Science in Public Safety Administration program at Valencia College. I am confident that Valencia College will deliver this highly sought-after program that provides baccalaureate graduates with the skills to lead within their field. Your commitment to our region's students will have a lifelong impact on their lives, as well as the quality of education amongst our diverse public safety workforce.

Now, more than ever, is the time to invest in the education of our future public safety leaders. I am hopeful that Valencia College will make that substantial investment through the establishment of a Bachelor of Applied Science in Public Safety Administration degree track.

Please consider me a resource that's available to you as you consider this matter. I can be reached at 407-836-5381 or via email at [danny.banks@ocfl.net](mailto:danny.banks@ocfl.net).

Sincerely,

A handwritten signature in black ink, appearing to read "D. Banks", written over a horizontal line.

Daniel P. Banks  
Deputy County Administrator/Director of Public Safety  
Orange County Government, Florida

DB/fb



Sheriff John W. Mina

# ORANGE COUNTY SHERIFF'S OFFICE

February 3, 2023

Dr. Kathleen Plinske  
President  
Valencia College  
1800 South Kirkman Road  
Orlando, FL 32835

RE: Bachelor of Applied Science in Public Safety Administration

Dear Dr. Plinske:

The Orange County Sheriff's Office is pleased to support Valencia College's proposal for a Bachelor of Applied Science in Public Safety Administration. As Valencia College continues to develop and promote programs that address future workforce needs and current employment opportunities, this program will assist with filling a need for qualified employees in the fields of law enforcement, corrections, fire services, and security. There is an incredible need in management and leadership by regional public safety agencies. The ability to expand the baccalaureate degree offerings can only mean an increase in opportunity for our workforce to obtain degrees locally in high-demand areas. This baccalaureate degree program is critical in creating high-paying jobs within our industry. The Orange County Sheriff's Office supports Valencia College in their effort to offer a baccalaureate degree in Public Safety Administration.

Sincerely,

John W. Mina  
Sheriff

JWM/shv



P.O. Box 1440 • Orlando, Florida 32802-1440 • 407.254.7000 • [www.OCSO.com](http://www.OCSO.com)

*The First Law Enforcement Agency in Orange County to Receive Both International and State Accreditation*



# ORLANDO HEALTH

Corporate Emergency Management  
1414 Kuhl Avenue, MP 149  
Orlando, FL 32806  
Tel: (321) 841-7404 | After Hours: (321) 843-4357  
[OrlandoHealth.com](http://OrlandoHealth.com)

1/30/2023

Dr. Kathleen Plinske, President  
Valencia College  
1800 South Kirkman Road  
Orlando, FL 32835

RE: Bachelor of Applied Science in Public Safety Administration

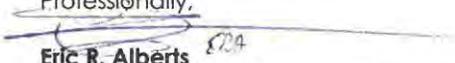
Dear Dr. Plinske,

Please accept this letter as my support of Valencia College's development of a Bachelor of Applied Science in Public Safety Administration. Our agency is excited to hear of the learning opportunities that our workforce will have throughout the degree. We are in desperate need of a degree that prepares students for administrative and leadership level opportunities in the public safety sectors of law enforcement, corrections, fire services, and security. The graduates need to have progressive skills and abilities to enter high demand, high skilled, workforce-based career.

Based upon our past and current relationship with Valencia College, we are confident that Valencia will deliver a program that provides baccalaureate graduates with the skills to lead within their field. It is important to our agency that students complete a degree program in Public Safety Administration that is affordable, accessible, and workforce oriented. I know Valencia College is committed to meeting this need while supporting students throughout their program of study. The commitment to excellence through advanced knowledge that students will gain through this needed degree will have a direct impact on our local, state, and federal governments, as well as in the private sector.

I fully support Valencia College in their efforts to offer a Bachelor of Applied Science in Public Safety Administration.

Professionally,

  
**Eric R. Alberts**  
Senior Director, Emergency Management  
Emergency Management  
Corporate

**ORLANDO HEALTH**

Email: [Eric.Alberts@orlandohealth.com](mailto:Eric.Alberts@orlandohealth.com)



Osceola County Fire Rescue & EMS  
2586 Partin Settlement Road  
Kissimmee, FL 34744  
P- 407-742-7000 F- 407 742-6868

February 7, 2023

Dr. Kathleen Plinske, President  
Valencia College  
1800 South Kirkman Road  
Orlando, FL 32835

RE: Bachelor of Applied Science in Public Safety Administration

Dear Dr. Plinske:

The Osceola County Department of Fire Rescue and EMS enthusiastically supports Valencia College in its pursuit of a baccalaureate degree in Public Safety Administration. Over the years, Valencia College has been an integral part of Osceola County Fire Rescue's growth by providing the best technical and professional training in the form of Minimum Standards Training, EMT and Paramedic Training, Pump Operator, Technical Rescue Courses, and Associate Degree programs. This next program will provide the next generation of Fire Chiefs and Deputy Fire Chiefs with the knowledge, skills, and abilities to communicate with public officials and community leaders on their level, and thereby better communicating the needs of the fire department in terms of a strategic plan which outlines a concise, organized, and fiscally responsible approach to meeting needs.

We will look forward to recruiting directly from a Valencia College's proposed bachelor's degree, as it will prove an ideal platform for providing highly skilled personnel.

The availability of the proposed baccalaureate program will assist us in hiring our talent here locally for continued support of our community.

Sincerely,

Larry Collier  
Fire Chief

be first to what's next. >



**Sheriff Marcos R. Lopez**

**OSCEOLA COUNTY SHERIFF'S OFFICE**

2601 E. Irlo Bronson Memorial Hwy. Kissimmee, Florida 34744

Telephone: 407-348-1100 • [www.osceolasheriff.org](http://www.osceolasheriff.org)

2/8/2023

Dr. Kathleen Plinske, President  
Valencia College  
1800 South Kirkman Road  
Orlando, FL 32835

RE: Bachelor of Applied Science in Public Safety Administration

Dear Dr. Plinske,

Please accept this letter in support of Valencia's development of a Bachelor of Applied Science in Public Administration. The Osceola County Sheriff's Department is excited to hear of the learning opportunities that students will have throughout this program. Based on our past and current relationship with Valencia College, we are confident that you will deliver a program that provides baccalaureate graduates with the skills needed to become leaders in public safety.

I fully support Valencia College in their efforts to start this bachelor's degree program.

Respectfully,

Marcos R. Lopez  
Sheriff

*Member of National Sheriffs' Association*



*Florida State Accredited*

*Member of Florida Sheriffs' Association*



P.O. Box 10170  
Lake Buena Vista, FL 32830-0170  
(407) 828-2241

January 30, 2023

Dr. Kathleen Plinske, President  
Valencia College  
1800 South Kirkman Road  
Orlando, FL 32835

RE: Bachelor of Applied Science in Public Safety Administration

Dear Dr. Plinske:

Reedy Creek Fire Department is honored to support Valencia College's proposal for a Bachelor of Applied Science in Public Safety Administration. This program will assist with filling a need for qualified employees in the fields of law enforcement, corrections, fire services, and security.

Through our long-lasting partnership, the Reedy Creek Fire Department understands Valencia College continues to develop and promote programs that address future workforce needs and current employment opportunities. There is an incredible need in management and leadership by regional public safety agencies.

The ability to expand baccalaureate degree offerings can only mean an increased opportunity for our workforce to obtain degrees locally in high-demand areas. This baccalaureate degree program is critical in creating high-paying jobs within our industry.

The Reedy Creek Fire Department fully supports Valencia College in their effort to offer a baccalaureate degree in Public Safety Administration.

Please contact me if you have any questions at 407-828-8033 or email [rlpere@rcid.org](mailto:rlpere@rcid.org).

Sincerely,

A handwritten signature in blue ink that reads "Richard D. LePere, Jr." with a stylized flourish at the end.

Richard D. LePere, Jr.  
Fire Chief  
Reedy Creek Fire Department

[rcid.org](http://rcid.org)



UNIVERSITY OF CENTRAL FLORIDA

**Public Safety**  
PO Box 163550  
Orlando, FL 32816

January 30, 2023

Dr. Kathleen Plinske, President  
Valencia College  
1800 South Kirkman Road  
Orlando, FL 32835

Dear Dr. Plinske,

The University of Central Florida Police Department (UCFPD) is honored to support Valencia College's proposal for a Bachelor of Applied Science in Public Safety Administration. This program will assist with filling a need for qualified employees in the fields of law enforcement, corrections, fire services, and security.

Through our long-lasting partnership, UCFPD understands Valencia College continues to develop and promote programs that address future workforce needs and current employment opportunities. There is an incredible need in management and leadership by regional public safety agencies. The ability to expand baccalaureate degree offerings can only mean an increased opportunity for our workforce to obtain degrees locally in high-demand areas. This baccalaureate degree program is critical in creating high-paying jobs within our industry.

The University of Central Florida Police Department fully supports Valencia College in their effort to offer a baccalaureate degree in Public Safety Administration.

Sincerely,

A handwritten signature in blue ink, appearing to read "Carl A. Metzger", is written over a horizontal line.

Carl A. Metzger  
Associate Vice President of Public Safety and  
Chief of Police  
University of Central Florida

Phone: 407-823-5555 | Fax: 407-823-2460 | [police.ucf.edu](http://police.ucf.edu) | Public Safety



February 6, 2023

Dr. Kathleen Plinske, President  
Valencia College  
1800 South Kirkman Road  
Orlando, FL 32811

RE: Bachelor of Applied Science in Public Safety Administration

Dear Dr. Plinske,

The Valencia Security Department enthusiastically supports Valencia College in its pursuit of a baccalaureate degree in Public Safety Administration. Valencia College has a long standing and remarkable track record of providing excellent education, training, and resources that positively affects and improves the access to the public safety workforce in Orange and Osceola counties. We are continuously in need of highly qualified and talented supervisors and managers with a baccalaureate level in the area of Security.

We will look forward to recruiting directly from a Valencia College's proposed bachelor's degree, as it will prove an ideal platform for providing highly skilled personnel. I am also extremely interested in hiring current students within the program to provide a job while completing their degree.

The availability of the proposed baccalaureate program will assist us in hiring our talent here locally for continued support of our community.

Best Regards,

A handwritten signature in blue ink that reads "Mike Lovant Sr.".

Valencia College

Post Office Box 3028  
Orlando, FL 32802-3028

407-299-5000  
valenciacollege.edu



*Chief David A. Ogden*  
**WINDERMERE POLICE DEPARTMENT**

614 Main Street, Windermere, Florida 34786

January 30, 2023

Dr. Kathleen Plinske, President  
Valencia College  
1800 South Kirkman Road  
Orlando, FL 32835

RE: Bachelor of Applied Science in Public Safety Administration  
Dear Dr. Plinske,

Please accept this letter in support of Valencia's development of a Bachelor of Applied Science in Public Safety Administration. The Windermere Police Department is excited to hear of the learning opportunities that students will have throughout this program. Based on our past and current relationship with Valencia College, we are confident that you will deliver a program that provides baccalaureate graduates with the skills needed to become leaders in public safety.

I fully support Valencia College's efforts to start this bachelor's degree program.

Respectfully,

*David A. Ogden*  
Chief David A. Ogden  
Town of Windermere

Honor, Integrity, Service



---

*Steve Graham*  
CHIEF OF POLICE

January 30, 2023

Dr. Kathleen Plinske, President  
Valencia College  
1800 South Kirkman Road  
Orlando, FL 32835

RE: Bachelor of Applied Science in Public Safety Administration

Dear Dr. Plinske:

Please accept this letter in support of Valencia's development of a Bachelor of Applied Science in Public Safety Administration. The Winter Garden Police Department is excited to hear of the learning opportunities that students will have throughout this program. Based on our past and current relationship with Valencia College, we are confident that you will deliver a program that provides baccalaureate graduates with the skills needed to become leaders in public safety.

I fully support Valencia College in their efforts to start this bachelor's degree program.

Respectfully,

A handwritten signature in black ink, appearing to read "Steve Graham".

Steve Graham  
Chief of Police

---

**WINTER GARDEN POLICE DEPARTMENT**

251 W. PLANT ST. - WINTER GARDEN, FLORIDA 34787  
TELEPHONE (407) 877-4811 • FAX (407) 877-0166



500 North Virginia Avenue • Winter Park, Florida 32789

407-644-1313 • [cityofwinterpark.org](http://cityofwinterpark.org)

**Police**

January 30, 2023

Dr. Kathleen Plinske, President  
Valencia College  
1800 South Kirkman Road  
Orlando, FL 32835

RE: Bachelor of Applied Science in Public Safety Administration

Dear Dr. Plinske,

The Winter Park Police Department is honored to support Valencia College's proposal for a Bachelor of Applied Science in Public Safety Administration. This program will assist with filling a need for qualified employees in the fields of law enforcement, corrections, fire services, and security. Through our long-lasting partnership, the Winter Park Police Department understands Valencia College continues to develop and promote programs that address future workforce needs and current employment opportunities. There is an incredible need in management and leadership by regional public safety agencies. The ability to expand baccalaureate degree offerings can only mean an increased opportunity for our workforce to obtain degrees locally in high-demand areas. This baccalaureate degree program is critical in creating high-paying jobs within our industry. The Winter Park Police Department fully supports Valencia College in their effort to offer a baccalaureate degree in Public Safety Administration.

Please contact me if you have any questions at 407-599-3272 or [tvolkerson@cityofwinterpark.org](mailto:tvolkerson@cityofwinterpark.org).

Sincerely,

Timothy R. Volkerson  
Chief of Police

ORANGE COUNTY SHERIFF'S OFFICE



July 17, 2023

Dr. Kathleen Plinske, President  
Valencia College  
1800 South Kirkman Road  
Orlando, FL 32835

RE: Bachelor of Applied Science in Public Safety Administration

Dear Dr. Plinske,

The Orange County Sheriffs Office, a large county law enforcement agency in the state of Florida, is honored to support Valencia College's proposal for a Bachelor of Applied Science in Public Safety Administration. In collaboration with other regional law enforcement agencies and Valencia College, we have asked Valencia College to consider the development of the proposed degree program in response to our workforce needs in law enforcement as well as the development and preparation for the promotion of members at our law enforcement agency. I understand the educational level for Police Officers and Deputies identified by Florida's Department of Economic Opportunity (DEO) is an entry-level position with post-secondary education, but we hire highly qualified candidates at our agency. Thus, we strongly believe applicants for deputy sheriff with a bachelor's degree are highly desired for employment at our sheriffs office.

Furthermore, beyond an entry-level position at the Orange County Sheriffs Office, it is highly recommended, and required to obtain certain ranks, that our "sworn" employees and civilians within our agency have a relevant bachelor's degree, like Valencia's proposed degree, to assume the leadership positions for the sworn positions of Lieutenant, Captain, Major, and Deputy Chief positions and many management positions within our civilian workforce. This program will assist with filling a need for qualified and experienced candidates for mid and upper-level management positions in law enforcement.

Through our long-lasting partnership, we understand Valencia College continues to develop and promote programs that address the incredible entry-level, management and leadership needs within central Florida's public safety workforce. The ability to expand baccalaureate degree offerings can only mean an increased opportunity for our workforce to obtain degrees locally **in**



- ◆ **P.O. Box 1440 • Orlando, Florida 32802-1440 • 407.254.7000 • [www.OCSO.com](http://www.OCSO.com)**
- ◆ *The First Law Enforcement Agency in Orange County to Receive Both International and State Accreditation*

high-demand areas. This baccalaureate degree program is critical in creating highly skilled and educated public safety officers, managers, and leaders for high-paying jobs within our industry.

The Orange County Sheriffs Office fully supports Valencia College in its effort to offer a baccalaureate degree in Public Safety Administration. We are confident this degree program will provide graduates with the education and skills to enter, manage, and lead our law enforcement community.

Please contact me if you have any questions at 407-254-7354 or [John.Mina@ocsofl.com](mailto:John.Mina@ocsofl.com).

Sincerely,

A handwritten signature in blue ink, appearing to read "John W. Mina", with a long horizontal flourish extending to the right.

John W. Mina  
Sheriff

JWM/sm

**Appendix B - Criminal Justice and Fire Science Technology Advisory Council**

<b><i>Criminal Justice Institute &amp; Criminal Justice A.S. Program</i></b>	<b>2022-23</b> 
<b>Member Name</b>	<b>Organization</b>
Randy Fernandez	Apopka Police Department
Timothy Freebern	Florida Highway Patrol
Dawn D'Ambrosio	Maitland Police Department
Brian Diller	Maitland Police Department
Steven Thomas	Oakland Police Department
Scott Nylander	Ocoee Police Department
Tanesha Blackmon	Orange County Corrections
Tangula Duhart	Orange County Corrections
Ronald Sutton	Orange County Corrections
Todd Gardiner	Orange County Sheriff's Office
Steve Harrielson	Orange County Sheriff's Office
Joe McCollom	Orange County Sheriff's Office
John Mina	Orange County Sheriff's Office
Dave Vernon (Chair)	Orange County Sheriff's Office
Miguel Garcia	Orlando Police Department
Eric Smith	Orlando Police Department
Scott Glazier	Osceola Sheriff's Office
Doug Goerke	Saint Cloud Police Department
Robin Griffin-Kitzerow	UCF Police Department
Carl Metzger	UCF Police Department
Dave Ogden	Windermere Police Department
Jason Pearson	Winter Garden Police Department
Philip Morgan	Evermore Resort
Lais Mesquita	JW Marriott and Ritz Carlton Grande Lakes
Tim Wood	Orange County Convention Center
Mark Lang	Orlando Health ORMC
Sabri Akim	Swan and Dolphin Resort
John Daly	Transportation Security Administration
Jerry Henderson	TSA
Harry Norman	WDW Security
Cory Watkins	UCF – Criminal Justice
David Zambri	UCF – Criminal Justice

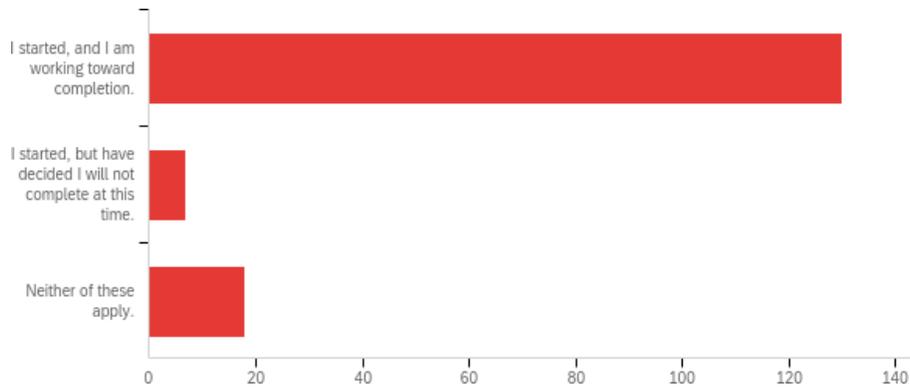
<b><i>Fire Academy &amp; Fire Science Technology Industry Advisory Council</i></b>	<b>2022-2023</b> 
<b>Member Name</b>	<b>Organization</b>
Chief Sean Wylam	Apopka Fire Department
Chief John Williamson	GOAA
Chief Jim Walls	Kissimmee Fire Department
Chief Jeremy Donovan	Kissimmee Fire Department
Chief Will Watts	Maitland Fire Department
Acting Chief Tom Smothers	Ocoee Fire Department
Chief James Fitzgerald	Orange County Fire Rescue
Michael Wajda	Orange County Fire Rescue
Craig Buckley	Orlando Fire Department
Chief Larry Collier	Osceola County Fire Rescue
Chief Richard LePere	Reedy Creek Emergency Services
Chief Jason Miller	St. Cloud Fire Rescue
Chief Jose Gainza	Winter Garden Fire Rescue
Dan Hagedorn	Winter Park Fire Department

## Appendix C - Criminal Justice and Fire Science Technology Student Survey

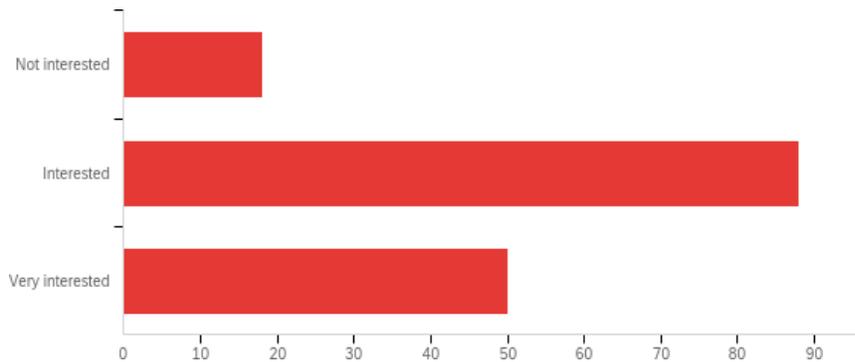
### Public Safety Administration BAS interest survey

November 2022

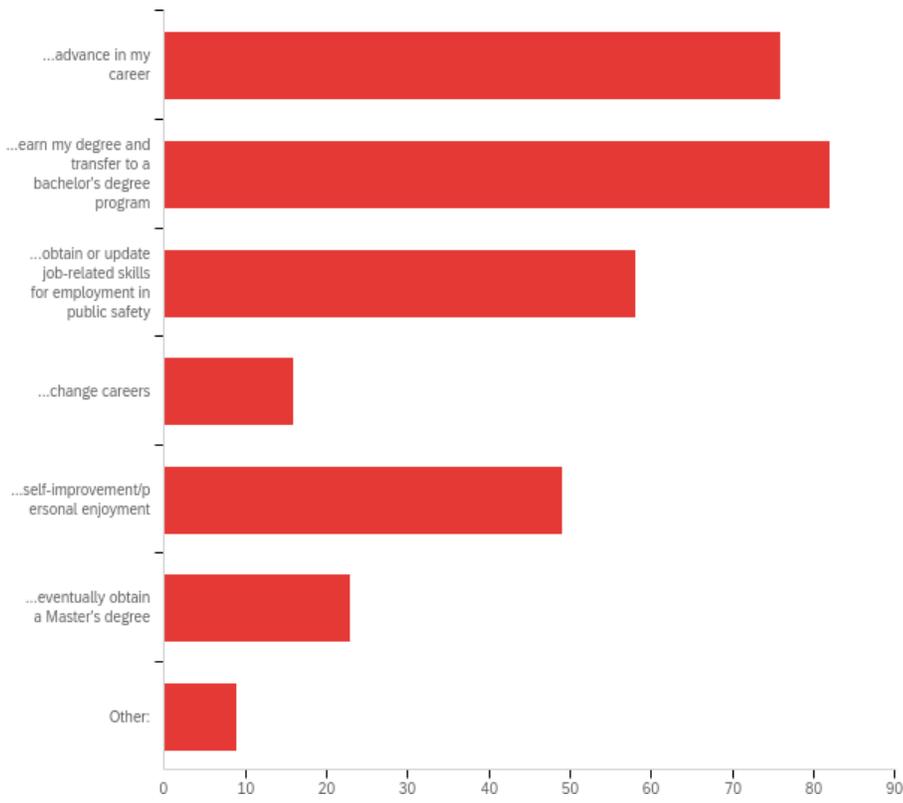
**Student Status - According to our records, you are enrolled in a criminal justice or fire science degree program. Which statement best describes you?**



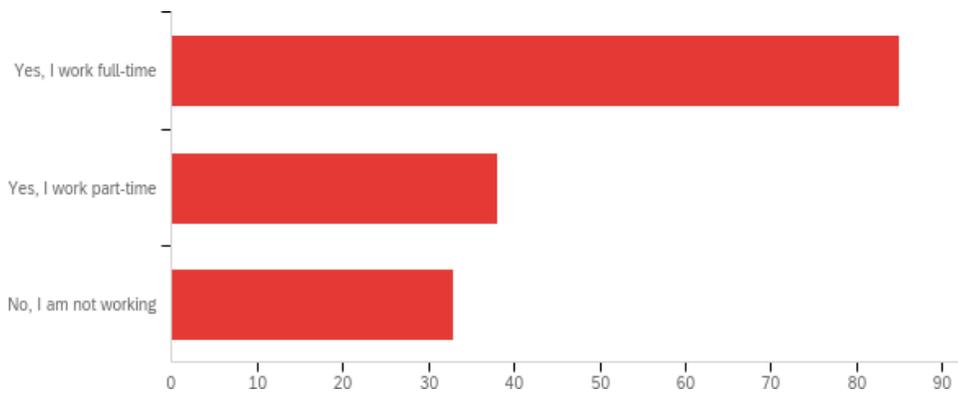
**Interest in PSA BAS - If Valencia College offered a bachelor's degree in public safety administration, would you be interested in studying for that degree here?**



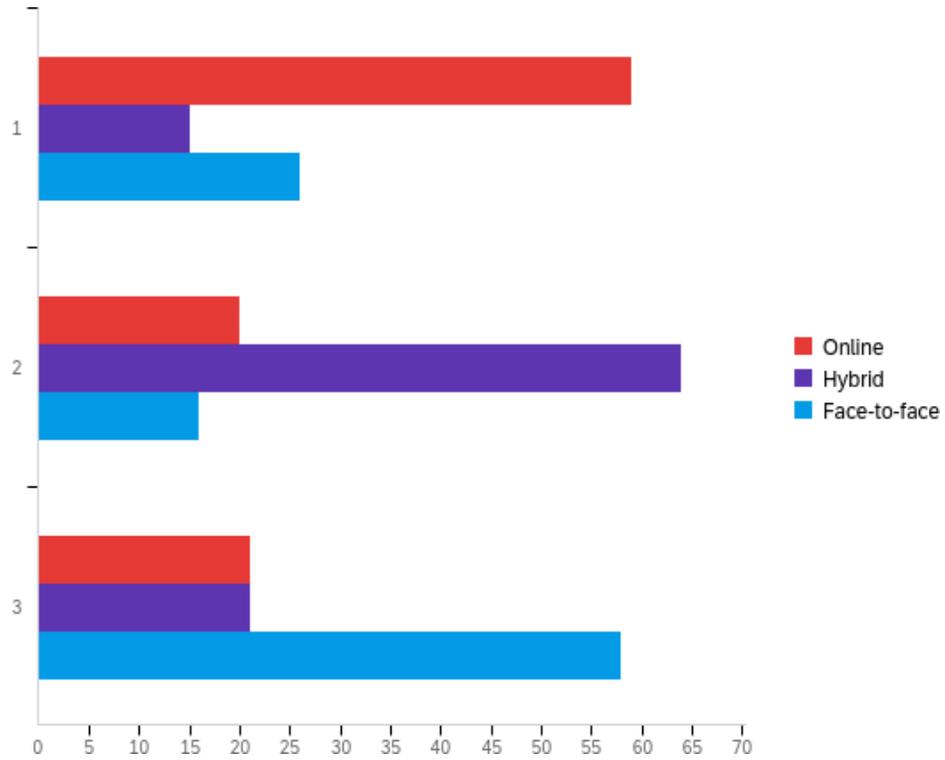
**Reason for studying - The reason I enrolled in this program was to ....(please select all that apply)**



**Employment - Are you currently employed?**



Course modality - What modality do you prefer the courses to be offered? Please rank your preference.

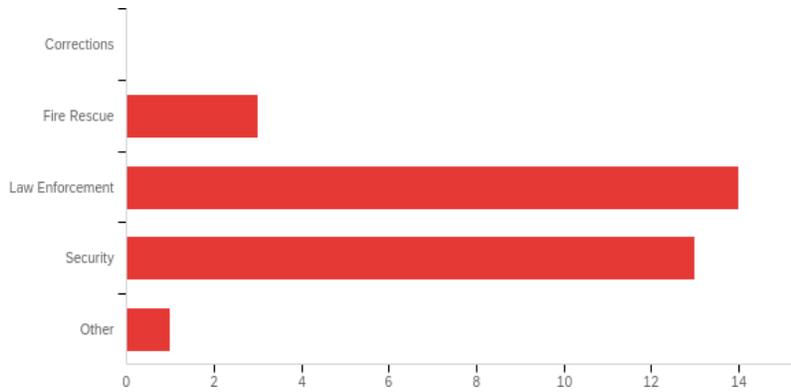


## Appendix D – Public Safety Admin BAS Employer Survey

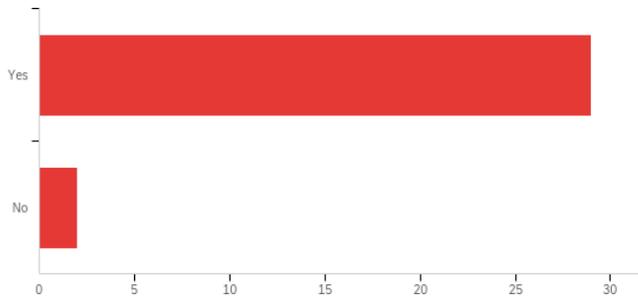
### Public Safety Admin BAS Employer Survey

November 2022

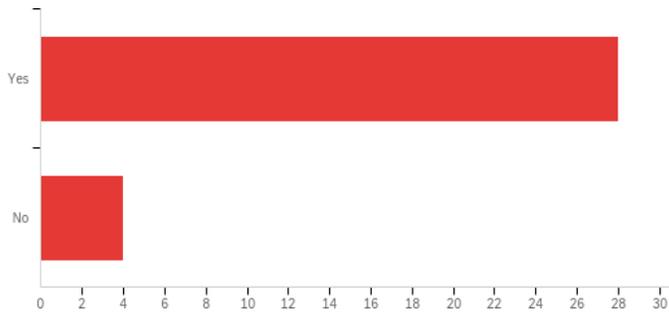
#### 1. What kind of agency do you represent?



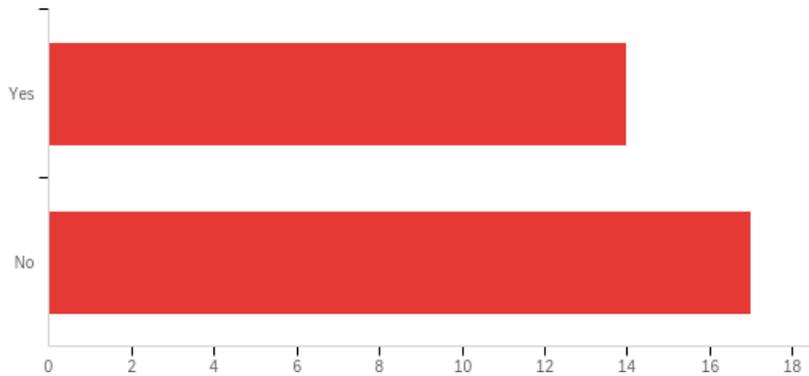
#### 2. Would a candidate with a Bachelor's degree have an advantage in being hired or promoted by your agency?



**3. Does your agency provide tuition reimbursement for employees interested in completing a Bachelor's degree?**



**4. Does your agency provide a salary incentive to employees who complete a Bachelor's degree?**



**5. Please list the job titles for which a Bachelor's degree is required for employment and/or promotion at your agency?**

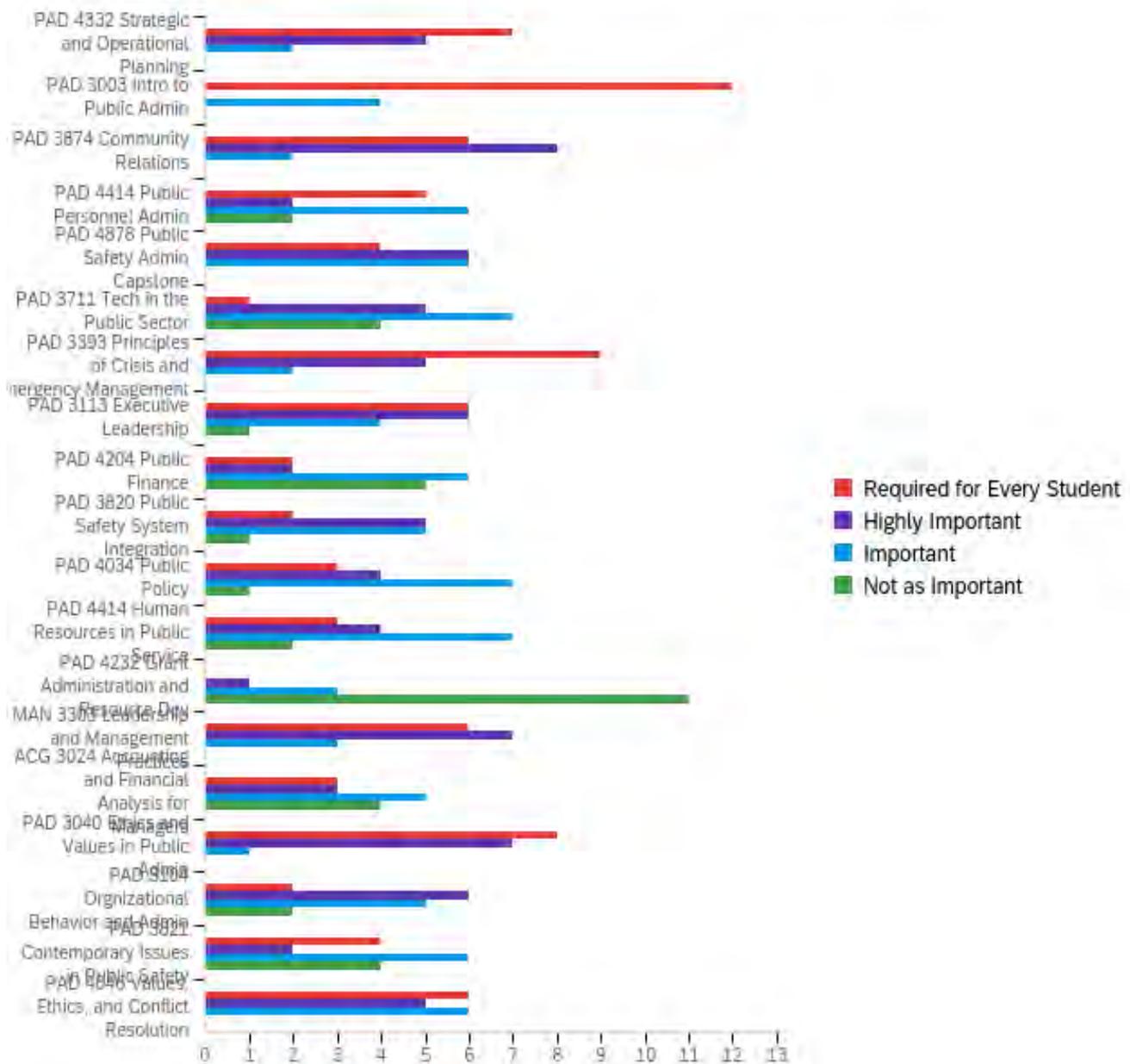
A. Most responded nearly all positions require a bachelor's degree or equivalent experience.

B. Mostly stated positions like; Chief, Deputy Chief, Major, Commander, Emergency Management Director, Security Management Director, Victim Services Director, Mental Health Clinician, Records Manager, Communications Center Manager, Cleary Coordinator, and many other civilian positions.

**6.**

7. Please review the list of potential courses and select the top 7 courses that your agency believes every student, regardless of specialization, should complete in a Public Safety Administration Bachelor's degree program.

Please review the list of potential courses and select the top 7 courses that th

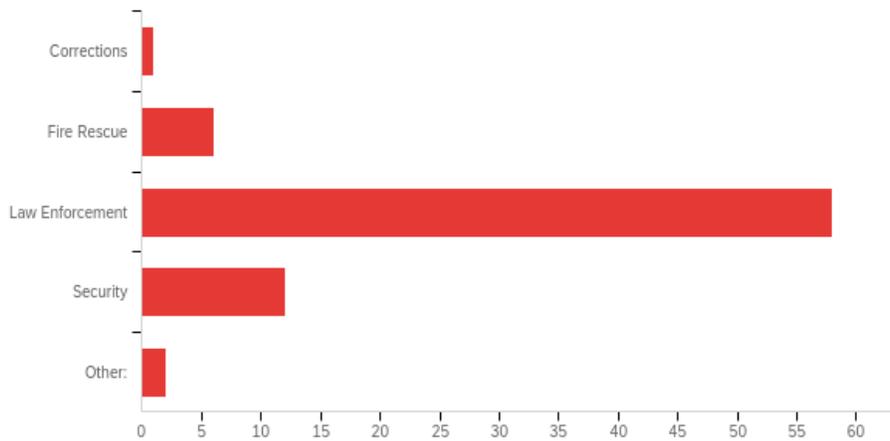


## Appendix E – Public Safety Admin BAS Employee Survey

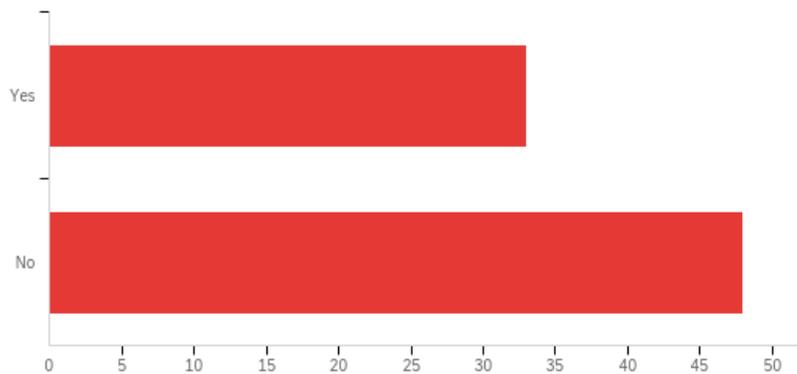
Public Safety Admin BAS Employee Survey

November 2022

### Q1 - By which kind of agency are you employed?

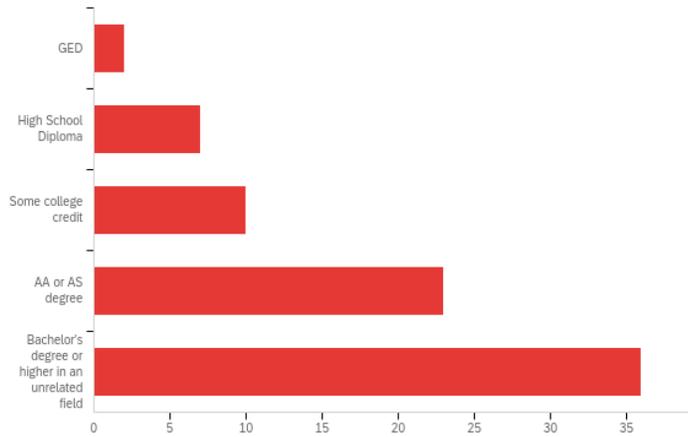


### Q2 - Do you have a Bachelor's degree or higher in a field related to your current employment in public safety?



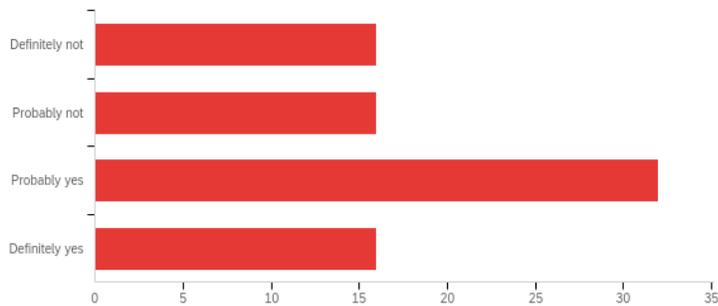
60% of respondent do not have a Bachelor's degree

### Q3 - What is the highest level of education you have completed?



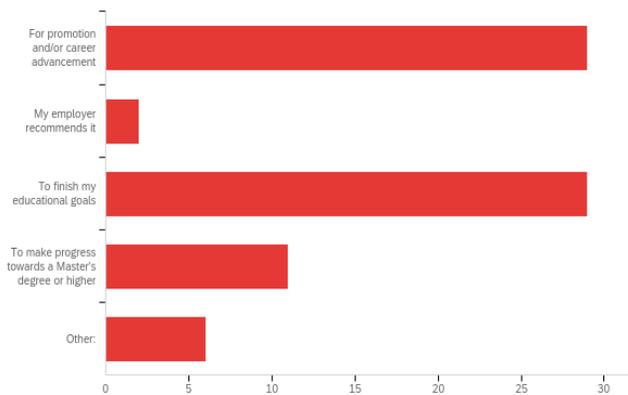
54% of responded have less than a Bachelor's degree.

**Q4 - Are you interested in enrolling in a Bachelor's of Applied Science in Public Safety Administration program?**

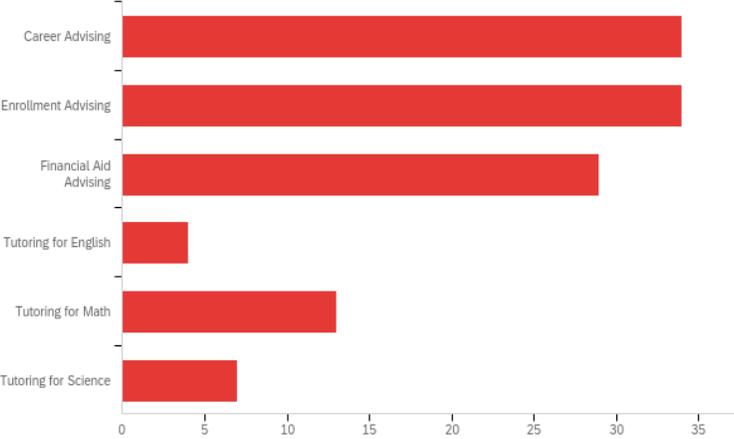


60% are interested to enroll in the Bachelor's degree.

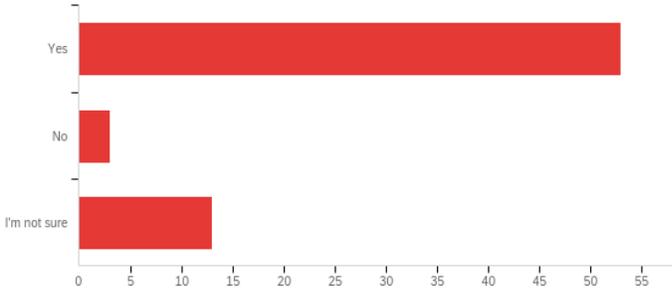
**Q5 - What are some reasons you are considering enrolling in a Bachelor's program in Public Safety Administration? Select all that apply:**



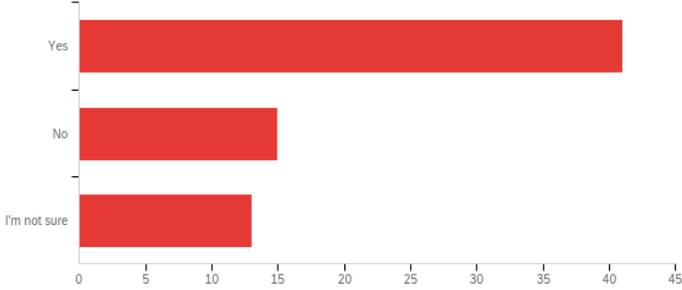
**Q6 - If you were to enroll in a Bachelor's degree program of any kind, what services are you likely to utilize to be successful?**



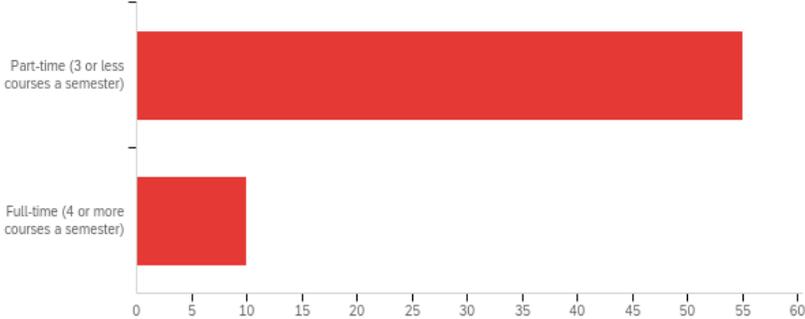
**Q7 - Does your employer participate in tuition reimbursement or another program that pays for college courses?**



**Q8 - Does your employer offer a salary incentive/pay increase for employees who complete a Bachelor's degree program?**

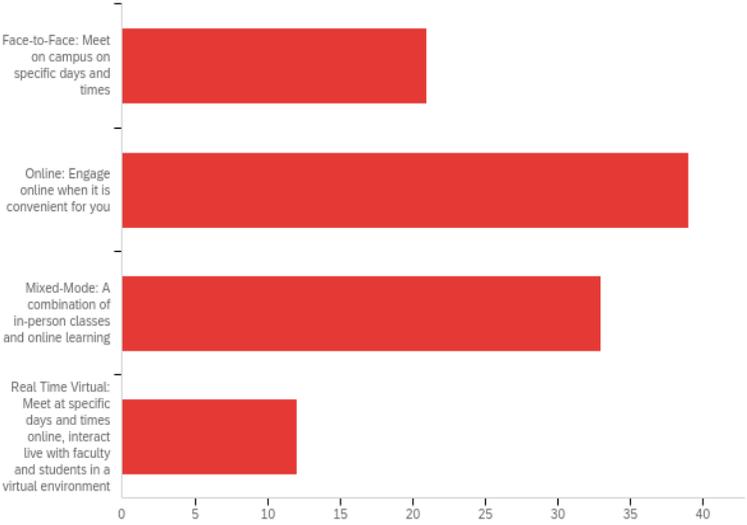


**Q9 - If Valencia College offered a Bachelor's of Applied Science in Public Safety Administration, would you prefer to attend:**



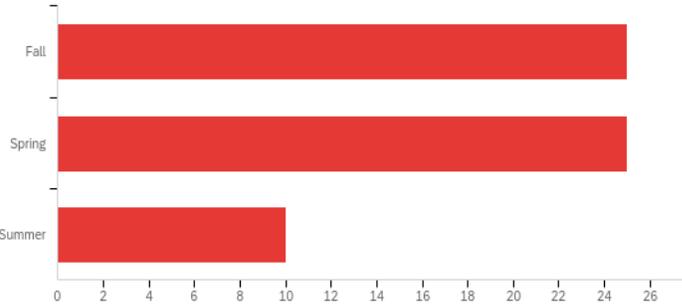
85% will attend part-time

**Q10 - If available in a degree program of interest, I would consider taking classes that are: (Select all that apply)**

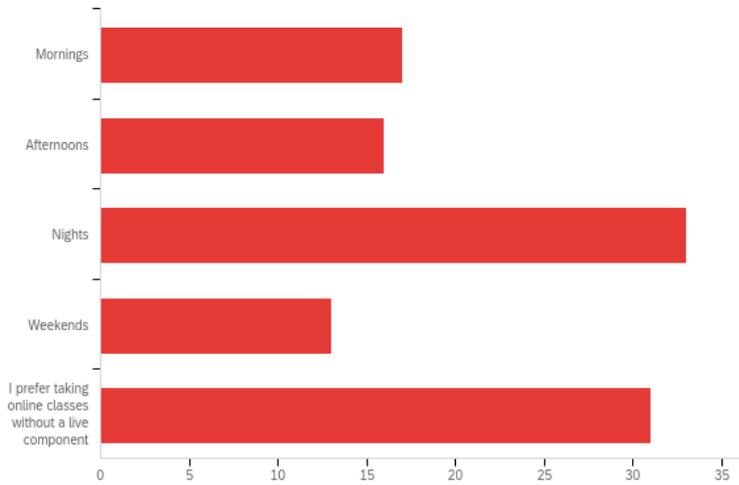


Only 20% of respondent prefer face-to-face modality

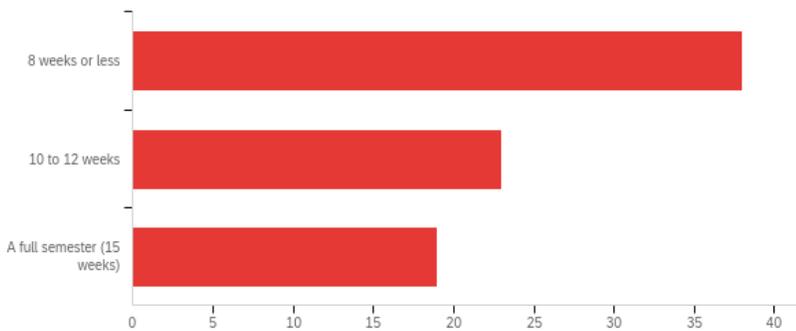
**Q11 - If available in a degree program of interest, I would consider taking classes in: (Select all that apply)**



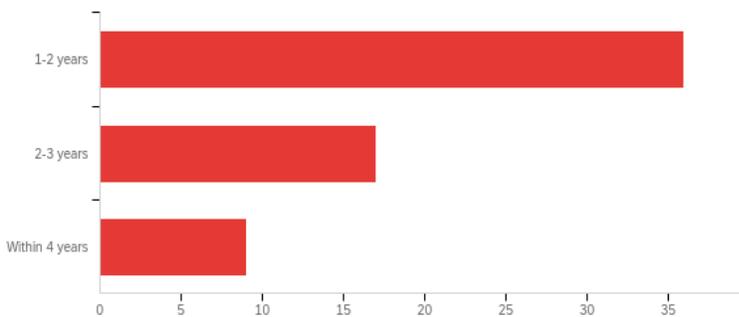
**Q12 - If available in a degree program of interest, I would consider taking classes that are held: (Select all that apply)**



**Q13 - If available in a degree program of interest, I would prefer to take courses that are completed in:**



**Q14 - After starting a degree program of interest, in what time period would you prefer to complete your degree?**



## **Appendix F - \$10,000 Bachelor's degree requirements**

### **Qualifications for \$10,000 Bachelor's Degree**

**Students must satisfy the following requirements to qualify for the \$10,000 Bachelor's Degree.**

- Meet Florida residency requirements
- Have a cumulative 3.0 GPA in all completed college coursework including dual enrollment
- Provide high school transcripts
- Demonstrate status as First Time in College Student (not including dual enrollment)
- Must apply for the \$10,000 degree program before the start of their freshman year as an Associate Degree student
- Apply for the Baccalaureate Degree upon completion of the A.S. or A.A. program
- Maintain continuous enrollment as a full-time student at Seminole State College taking courses required for the completion of the declared Associate Degree
- Adhere to the established program of study

## Appendix G(1) - Direct Connect Institutions' Letter of Support



**Central Florida Higher Education Consortium**  
12201 Research Parkway, Suite 101  
Orlando, FL 32826

January 4, 2023

### **RE: Support for Valencia College's proposed Bachelor of Applied Science Public Safety Administration**

On behalf of the University of Central Florida (UCF) and the Central Florida Higher Education Consortium including representation from College of Central Florida, Daytona State College, Eastern Florida State College, Lake-Sumter State College, Seminole State College, Valencia College, and UCF, we are writing this letter to support the Bachelor of Applied Science in Public Safety Administration being proposed by Valencia College.

In 2005, the Central Florida Higher Education Consortium was formed to guarantee students graduating with an Associate of Arts, as well as selected Associate of Science degrees, from Consortium member institutions admission to the University of Central Florida. The Consortium operates within the guidelines of a Regional Operational Plan developed in 2015 for Consortium member institutions to conduct a collaborative review through the Consortium of Academic Coordinating Committee (CACC) of new baccalaureate degrees being proposed by any of the six state college members. This review process involves a regional workforce supply-demand gap analysis, and an extensive review of data shared among the chief academic officers of each member institution.

The Consortium members believe that this review process is thorough, and it is consistent with the members' shared goals of meeting local and regional workforce demands.

Sincerely,

*Dr. Paul Dosal*      1/5/23

Paul Dosal, Ph.D.      Date  
Senior Vice President  
Division of Student Success and Well-Being  
Co-Chair, CACC  
University of Central Florida

*Laura Ross*      1.6.2023

Laura Ross, Ed.D.      Date  
Vice President of Academic Affairs &  
Chief Academic Officer  
Co-Chair, CACC  
Seminole State College

## Appendix G(2) – UCF CCIE Letter of Support



UNIVERSITY OF CENTRAL FLORIDA

### College of Community Innovation and Education

P.O. Box 161250  
Orlando, FL 32816-1250

July 27, 2023

Dr. Kathleen Plinske, President Valencia College  
1800 South Kirkman Road Orlando, FL 32835

Dear Dr. Plinske,

This letter provides the University of Central Florida (UCF) College of Community Innovation and Education's support for the proposed BAS in Public Safety Administration Program at Valencia College. Workforce Data demonstrate a shortage of qualified public service professionals. Valencia College, as well as UCF, work collaboratively to increase enrollment to meet the current and projected needs of public service professionals.

UCF College of Community Innovation and Education has a long and successful partnership with Valencia College, and we will continue our collective efforts to meet a critical need for public safety employees as well as the advancement and promotion of incumbent employees to management and leadership positions.

The Department of Education (DOE) and local data reveal a critical need for a public safety- prepared workforce. As the demand for public safety professionals increases, there is a need for bachelor programs offered at state colleges, including Valencia College, throughout central Florida. Currently, a majority of our students reside outside Orange and Osceola Counties. As Valencia College educates more public safety employees, the demand for employees with bachelor's degree education will increase beyond UCF's capacity.

Through our collective efforts, we will make a difference in the public safety needs in the central Florida area.

Sincerely,

A handwritten signature in black ink that reads "B. Grant Hayes". The signature is written in a cursive, flowing style.

B. Grant Hayes, Ph.D.  
Dean and Mildred W. Coyle Eminent Scholar

## Appendix H – Itemized New Library/Media Resources

<b>E-Books</b>		
<b>Title</b>	<b>Publisher</b>	<b>Price</b>
Applied Risk Analysis for Guiding Homeland Security Policy and Decisions	John Wiley & Sons	\$237.91
Beyond 9/11: Homeland Security for the Twenty-First Century	MIT Press	\$106.00
Crisis Management and Recovery for Events: Impacts and Strategies	Goodfellow Publishers	\$174.00
Disaster and Emergency Management Methods: Social Science Approaches in Application	Taylor and Francis Group	\$270.00
Disaster Policy and Politics: Emergency Management and Homeland Security	CQ Press	\$412.50
Effective Public Administration Strategies for Global New Normal	Springer	\$298.00
Fire and Emergency Services Administration	Jones & Bartlett Learning	\$231.64
First Responders: Communications, Support and Safety	Nova Science Publishers	\$390.00
Fundamentals of Fire Protection for the Safety Professional	Berman Press	\$264.00
Handbook of Theories of Public Administration and Management	Edward Elgar Publishing	\$375.00
Hazard Mitigation and Preparedness: An Introductory Text for Emergency Management and Planning Professionals	Taylor and Francis Group	\$128.92
Justice, Equity and Emergency Management	Emerald Publishing Limited	\$175.50
The Palgrave Handbook of Comparative Public Administration: Concepts and Cases	Palgrave McMillan	\$418.00
Planning and Evaluation for Public Safety Leaders: A Toolkit	Taylor & Francis Group	\$91.42
Political Leadership in Disaster and Crisis Communication and Management: International Perspectives and Practices	Springer International	\$198.00
A Practical Introduction to Homeland Security: Home and Abroad	Rowman & Littlefield Publishers	\$240.00
Public Administration for Planners: Leadership and Responsibility in Theory and Practice	Taylor & Francis Group	\$270.00
Public Administration: Perspectives, Management and Challenges	Nova Science Publishers	\$164.00
Research Handbook on Motivation in Public Administration	Edward Elgar Publishing	\$420.00
The Role of Law Enforcement in Emergency Management and Homeland Security	Emerald Publishing Limited	\$186.00
Simulation and Game-Based Learning in Emergency and Disaster Management	IGI Global	\$215.00
Territorial Crisis Management: From Emergency to Reconstruction	John Wiley & Sons	\$288.75

<b>E-Books</b>		
<b>Title</b>	<b>Publisher</b>	<b>Price</b>
Trends and Future Directions in Security and Emergency Management	Springer International	\$378.00
	<b>TOTAL</b>	<b>\$5,932.64</b>

<b>Print Resources</b>		
<b>Title</b>	<b>Publisher</b>	<b>Price</b>
Comparative Public Administration	SAGE Publications	\$27.00
Critical Infrastructure: Homeland Security and Emergency Preparedness	CRC Press	\$74.95
Disaster Management: Planning for Emergencies	States Academic Press	\$152.00
Disaster Management Policies and Practices: Multi-sector Collaboration in Emergencies and Disasters	Routledge	\$44.95
Disaster Preparedness and Response	Oxford University Press	\$49.95
Disaster Response and Recovery: Strategies and Tactics for Resilience	John Wiley	\$93.75
Effective Public Administration Strategies for Global “New Normal”	Springer	\$159.99
Ethics in Criminal Justice and Public Safety	Emond Montgomery Pub	\$75.39
Fire and Emergency Services Administration: Management and Leadership Practices	Jones & Bartlett Learning	\$102.95
Handbook of Research on Cyber Approaches to Public Administration and Social Policy	Information Science Reference IGI	\$315.00
Handbook on Corruption, Ethics and Integrity in Public Administration	Edward Elgar Publishing	\$304.00
Handbook on the Politics of Public Administration	Edward Elgar Publishing	\$280.00
International Perspectives on Public Administration	Routledge	\$59.95
Introducing Public Administration	Routledge	\$160.00
Introduction to Public Administration	Clanrye International	\$152.95
Legal Considerations for Fire & Emergency Services	Pennwell Books	\$107.00
Outlandish Perspectives on Public Administration	Cambridge Scholars Publishing	\$99.95
Oxford Encyclopedia of Public Administration	Oxford University Press	\$395.00
Planning and Evaluation for Public Safety Leaders: A Toolkit	Routledge	\$54.95
Principles of Fire and Emergency Services Administration	Jones & Bartlett Learning	\$102.95
Public Administration for Planners: Leadership and Responsibility in Theory and Practice	Routledge	\$42.95
Public Administration in America	Cengage Learning	\$231.95
Public Administration: Perspectives, Management and Challenges	Nova Science	\$82.00

<b>Print Resources</b>		
<b>Title</b>	<b>Publisher</b>	<b>Price</b>
Public Administration: Public Service for the 21 <sup>st</sup> Century	Murphy & Moore Publishing	\$154.95
Public Administration: Understanding Management, Politics, and Law in the Public Sector	Routledge	\$99.95
Public Sector Leadership in Assessing and Addressing Risk	Emerald Group Publishing	\$100.00
Routledge Handbook of Urban Disaster Resilience: Integrating Mitigation	Routledge	\$42.95
Trust, Power and Public Sector Leadership: A Relational Approach	Routledge	\$160.00
	<b>TOTAL</b>	<b>\$3,727.43</b>

<b>New Library/Media Resources Summary of Need Relevant to BAS in Public Safety Administration</b>		
	E-Books Total	\$5,932.64
	Print Resources Total	<b>\$3,727.43</b>
	<b>GRAND TOTAL</b>	<b>\$9,660.07</b>