Texas A&M University
Departmental Request for a New Course
Undergraduate + Graduate + Professional
Submit original form and attach a course syllabus.

1. This request is submitted by the Department of ______ School ______

2. Course prefix, number and complete title of course: BUSH 639 Homeland Security and Emergency Management

3. Course description (not more than 50 words): This course will examine the evolution of emergency management. It will survey the multiple disciplines involved in the disaster process and examine future directions for this field.

4. Prerequisite(s): ___________________________ Cross-listed with ____________

5. Is this a variable credit course? □ Yes ☑ No
If yes, from _______ to _______.

6. Is this a repeatable course? □ Yes ☑ No
If yes, this course may be taken _______ times. Will the course be repeated within the same semester/term? □ Yes ☑ No

7. Has this course been taught as a 289/489/689? ☑ Yes □ No If yes, how many times? ___ Indicate the number of students enrolled for each academic period it was taught. 9 fall 06, 7 summer 07, 8 fall 07

8. This course will be:
   a. required for students enrolled in the following degree program(s) (e.g., B.A. in history)
      n/a
   b. an elective for students enrolled in the following degree program(s) (e.g., M.S., Ph.D. in geography)
      n/a

9. If other departments are teaching or are responsible for related subject matter, the course must be coordinated with these departments. Attach approval letters.


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<th>Lab</th>
<th>SCH</th>
<th>Subject Matter Content Code</th>
<th>Admin. Unit</th>
<th>Acad. Year</th>
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Approval recommended by: ___________________________ Date: 10/31/07

Chair, College Review Committee: ___________________________ Date: 10/31/07

Dean of College: ___________________________ Date: 10/31/07

Submitted to Coordinating Board by: ___________________________ Date: ___________________________ Effective Date: ___________________________

Questions regarding this form should be directed to Sandra Williams at 845-8836.
OAR/AS – 04/07

1 of 44 C2
BUSH 639. (3-0). Credit 3.

Homeland Security and Emergency Management

Revised: August 2007

COURSE DESIGN MAP
Course Design Map
BUSH 689 Homeland Security and Emergency Management
August 22, 2007

1. Credit Value
   3 semester credit hours

2. Subject Matter Expert
   Name: Dr. Bill Munn
   Email: dr911guy@aol.com
   Office Phone: 817-330-3135

3. Course Description
   This course will examine the evolution of emergency management; the multiple disciplines involved in the disaster process, and examine future directions for this field.

   3.1 Course Length
   15 weeks

4. Course Overview:
   When a disaster strikes, the successful response involves multiple organizations with varying missions, resources and methods. The coordination of this effort, as well as disaster preparation, mitigation activities, and disaster recovery is the responsibility of an organization known on the local, regional, and state level as emergency management. After the conclusion of World War II, most related activities were collectively known as civil defense, and usually limited to preparation for nuclear attack or local weather-related or natural disasters, depending on the locale.

   Throughout the seventies and eighties even as civil defense evolved into activities defined under the emergency management title, local elected officials tended to assign a low priority to funding the departments. Whereas “civil defense” originated as a response to the threat of nuclear attack, it slowly evolved into a multi-faceted role dealing with multiple types of disasters, even though the actual response to the event would typically not be a part or even report to the civil defense authority. Emergency Management, on the other hand, recognizes the “all hazards” approach to disasters, and seeks to coordinate the multiple disciplines involved in a disaster. It also recognizes the different phases in the emergency, including mitigation, preparedness, response, and recovery.

   This course will examine the evolution of emergency management; the multiple disciplines involved in the disaster process, and examine future directions for this field.

5. Course Objectives:

Week One
Upon completion of week one, students will be able to:

1. Discuss the evolution from Civil Defense during and after World War II to Emergency Management.
2. Discuss how the many disciplines involved in Emergency Management within a typical governmental entity interact before and during a disaster.

**Week Two**

Upon completion of week two, students will be able to:

1. Identify and assess natural and manmade hazards.
2. Understand how hazards may vary according to geographic regions, economic activity, climatology, and topography.
3. Understand the process by which risk is determined and prioritized.

**Week Three**

Upon completion of week three, students will be able to:

1. Discuss how mitigation activities may avoid or lessen the impact of emergencies.
2. Explain how mitigation efforts may be difficult to implement, and why the business community and some segments of the community may oppose them.

**Week Four**

Upon completion of week four, students will be able to:

1. Discuss the discipline of preparedness.
2. Understand the process of preparing a comprehensive, all-hazards emergency plan.
3. Analyze an emergency operations plan from a government or non-profit organization, identifying strengths and weaknesses, and explaining all components.

**Week Five**

Upon completion of week five, students will be able to:

1. Explain the response phase of the emergency management process.
2. Evaluate the content of the National Response Plan and the National Incident Management System.
3. Discuss the roles of federal, state, and local government in disaster response.

**Week Six**

Upon completion of week six, students will be able to:

1. Understand disaster recovery, which is defined as beginning when efforts to save lives and property end and continuing for days, weeks, or months.
2. Identify and explain the phases of recovery.
3. Discuss federal assistance programs as they apply to disaster recovery, including applications processes and eligibility.

**Week Seven**
Upon completion of week seven students will be able to:

1. Discuss social and psychological impact of disasters on communities, regions, and nations.
2. Discuss the psychology of disaster and its effects on the population and on responders.

**Week Eight**
Upon completion of week eight, students will be able to:

1. Explain communications of disaster, including the psychology of warning the public, why some warning methods are more effective than others, and establishing effective communications among responders.
2. Discuss the value of programs established to educate the public in advance of emergencies, and managing public expectations.

**Week Nine**
Upon completion of week nine, students will be able to:

1. Understand the role of the news media in the overall disaster environment.
2. Discuss the relationship with the media, building local relationships, and managing the media during a crisis.
3. Develop a plan for working with the media during a crisis.

**Week Ten**
Upon completion of week ten, students will be able to:

1. Understand the origins of terror, the recent history of terror, and the political and religious foundations of terrorist organizations.
2. Discuss the psychological and political impact of terror.
3. Discuss the current state of terror, counter-terrorism, and international vs. domestic terrorism.

**Week Eleven**
Upon completion of week eleven, students will be able to:

1. Understand changes in the federal emergency response structure following 9/11, and how terrorism has changed the emergency management environment.
2. Discuss the terror threat and how it must be addressed in local emergency response plans.
Week Twelve
Upon completion of week twelve, students will be able to:

1. Discuss the evaluation of personnel.
2. Discuss the types of exercises used to evaluate an organization’s effectiveness.
3. Explain professionalism and certification in the field of emergency management.

Week Thirteen
Upon completion of week thirteen, students will be able to:

1. Demonstrate an understanding of the evaluation process by submitting a design for a tabletop exercise.

Week Fourteen
Upon completion of week fourteen, students will be able to:

1. Examine the future of emergency management as a profession and project needs of the various disciplines.
2. Discuss the impact of the war against insurgency on the emergency management profession and the practice of emergency management.

Week Fifteen
Upon completion of week fifteen, the student will be able to:

1. Demonstrate proficiency in emergency management through the thorough examination of the history of one major disaster, explain the strengths and weaknesses of response to the disaster, and discuss the lessons that were learned from this disaster.

6. Format and Methods
The course is delivered via WebCT/Vista course management system. Basic materials and methods include the following:

- Syllabus, polices, and orientation materials
- Articles in PDF format
- Handouts in HTML and/or PDF format
- Recorded lectures
- Weekly assignments, including
  - Interactive response from peers
  - Detailed feedback from professor
- Weekly live chats (optional)
- WebCT/Vista Email
- End-of-Course Online Evaluation Survey
7. Grading Breakdown
There will be two exams during this course. Each of the two exams will count as 15% of the final grade. The exams will consist of four to five essay questions and will cover the assignments up to this date. The final exam will not be cumulative. The first exam will be due the last day of Week 5. The final will be due on the last day of Week 10.

There will be two Issue Papers required during this course. Each Issue Paper counts 10% of the final grade. The two topics will be (1) to analyze the budget and/or strategic plan of an agency dealing with homeland security (emergency management) functions, and describe it, summarize it, critique it, and explain to the reader/instructor how the information relates to what they’ve learned to date; and (2) to write a design for a tabletop exercise based on a terrorist strike and subsequent events and consequences.

The Issue Papers should demonstrate knowledge regarding what you have studied about emergency management up to this point, with a focus on emergency management administration and how to develop an exercise. Each Issue Paper should be approximately seven to ten pages in length, excluding the cover page and reference page. Sources other than textbooks should be cited. The first Issue Paper is due the last day of Week 6. The second Issues Paper (design for a tabletop exercise) is due the last day of Week 8.

Discussion questions count as 10% of the final grade. Discussion is an important part of the learning process. In the online environment the discussion board is the classroom. You are expected to respond to each discussion question posted each week with a well thought out response. If you use information other than your own experience you are required to cite your sources. Once you have responded to each discussion question, you are required to respond to a minimum of two of your peer’s discussion posts. Posts such as “I agree”, or “good post” will not count. I am looking for thoughtful, intelligent discussion.

Participation: Each student will also be graded on their participation in various class activities. This means active participation and discussion in the discussion boards. Grades are based on the 4.0 system, and the final grade is weighted against the following allocation:

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<tr>
<td>Exams</td>
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<tr>
<td>Issue Paper #1</td>
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<tr>
<td>Issue Paper #2</td>
<td>20%</td>
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<tr>
<td>Weekly Discussion Questions</td>
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5
## GRADING SCALE

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<td>79.5-89.49%</td>
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<td>69.5-79.49%</td>
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<td>59.5-69.49%</td>
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<td>59.49% and lower</td>
<td>F</td>
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### 8. Textbooks (Required)

The following books and case study materials will be used in this course.

**Title:** *Introduction to Emergency Management*  
**Author:** Haddow, George D., Bullock, Jane D.  
**Edition/Copyright:** Second Edition, 2006  
**Publisher:** Elsevier Butterworth-Heinemann  
**ISBN:** 978-0-7506-7961-9

**Title:** *Introduction to Emergency Management*  
**Author:** Lindell, Michael K.; Prater, Carla; Perry, Ronald  
**Edition/Copyright:** 2007  
**Publisher:** Wiley  
**ISBN:** 978-0-471-77260-6

**Title:** Voices of Terror  
**Author:** Walter Laqueur  
**Edition/Copyright:** July 2004  
**Publisher:** Sourcebooks, Inc.  
**ISBN:** 1594290350

### 9. Policies

#### 9.1 Participation Policy

Instructors and students must “visibly participate” in the online classroom 3 out of 7 days each week of the term.

Participation for students is defined as active and positive contributions to the learning process. Participation is different from attendance in the online classroom. To meet participation requirements, students are expected to **contribute substantively** to the class discussion 3 out of 7 days per week in addition to posting any written assignments for grading. In addition to the
student’s initial response to a discussion question, students are expected to respond to a minimum of two of their classmates’ posts.

The Bush School’s online courses count for 3 credit hours over a 15 week period. The 3 credit hours are equivalent to 45 hours of contact time between the instructor and the student. Therefore, the student should be actively participating 4 – 5 hours each week. When students do not participate they miss out on many opportunities for learning.

It is the online faculty member’s responsibility to encourage and facilitate appropriate levels of participation in the online classroom discussion. Specific participation criteria will be included in the online faculty member’s syllabus as part of the grading criteria.

We understand that life happens and occasionally a student may be without access to the Internet or online course. If at anytime a student must be away from the classroom, or email, more than two consecutive days, the student is required to notify the instructor prior to their absence. In the event of an emergency, the student should contact (email or phone) the instructor as soon as possible. If for some reason the instructor cannot be reached, then the student may contact the Office of Extended Education via email onlinehelp@bushschool.tamu.edu or phone 979.845.7036 and the instructor will be notified.

9.2 Late Assignments
The assignments are due on midnight CT, Sunday, no later than seven days after each class releases on Monday. The assignments should be submitted on the days that they are due. If a student is unable to submit an assignment on time, s/he must make arrangements with the instructor for an extension. Keep in mind that extensions are at the instructor’s discretion and not automatically given. If at all possible, the student’s request for extensions should be made 24-48 hours in advance. We understand that this is not always possible. However, the instructor may only give extensions for true emergencies. If the student turns in an assignment late (without an approved extension), then they may not receive full credit for the late assignment. Also keep in mind that all assignments, regardless of extensions, must be submitted by the last day of the class.

9.3 Online Office Hours
The Instructor will login to the course 3 days out of 7 each week. Email will be checked daily.

The instructor’s online office hours are as follows:
TBA

9.4 Feedback
The instructor will be providing feedback to questions within 24 - 48 hours. Additionally, the instructor will be providing detailed feedback on written assignments within 5 days of the assignment due date.

Students are expected to read through all of the course information and materials provided on the course Web site. If the student has questions related to any of the information and/or course materials, then please contact the instructor as soon as possible for clarification.

10. Weekly Schedules and Materials

Week#1
Topic: The Definition of Emergency Management

Objectives

1. Discuss the evolution from Civil Defense during and after World War II to Emergency Management.
2. Discuss how the many disciplines involved in Emergency Management within the typical governmental entity interact prior to and during disaster.

Weekly Announcement Page

Welcome to Week 1!

My name is Dr. Bill Munn and I will be your instructor for this course. Please post a brief bio on the first day of class. Respond to at least three of your classmate’s bios.

Reminders:

- **New material** releases each week on **Monday, Day 1**.
- **Live Chats** are scheduled for **Thursdays, 7 p.m. – 8 p.m.**
- If you would like to take notes for the lecture, the slides are provided in .pdf format.
- Post your response to the discussion questions provided in the discussion area. Discussion questions count as 30% of the final grade. You are expected to respond to each discussion question posted each week with a well thought out response. If you use information other than your own experience you are required to cite your sources. Once you have responded to each discussion question, you are required to respond to a minimum of two of your peer’s
Discussion posts. Posts such as “I agree”, or “good post” will not count. I am looking for thoughtful, intelligent discussion.

Discussion Questions

Please post a brief bio on the first day of class. Respond to at least three of your classmate's bios.

Discussion Questions for this week:

1. Discuss the differences between “Civil Defense” and “Emergency Management.”
2. List and discuss the factors that have led to the increased importance of Emergency Management.
3. Discuss the financial aspects of Emergency Management on the local government level, including the need for an annual budget, as well as various funding sources.
4. List and define the many disciplines included in the broad category Emergency Management.
5. Discuss the four phases of Emergency Management, and give an example of activities under each phase.

Lecture – Topic
The Evolution of Emergency Management

Other Resources – Web sites etc...
www.fema.gov
www.fema.gov/emergency/nims
www.taem.com
WEEK ONE ASSIGNMENTS
Students complete the following assignments during the first week of class:

Readings

Required Readings
- Haddow, Chapter 1
- Lindell, Chapters 1, 2, 3

Supplementary Readings

Other Required Materials (Videos, etc.)

Submitted Assignments

1. **Due by Day X**.

Discussion Forums

Participate in the following Discussion Forums:

1. **Due by Day 2.** Post your Introduction on the discussion forum titled, “Introductions.”

2. **1st posting to the 1st discussion question due by Day 3.** Respond to at least two of your fellow students’ postings.

3. **1st posting to the 2nd discussion questions due by Day 5.** Respond to at least two of your fellow students’ postings.

Week One Overview

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<td>Post your Introduction</td>
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<td>Discussion Forum</td>
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<td>Personal Bio</td>
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<td>Initial Posting to Week 1 Q 1</td>
<td>Day 3 (1st post)</td>
<td>Discussion Forum</td>
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<td>Weekly Discussions</td>
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<tr>
<td>Live Chat</td>
<td>Day 4</td>
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<td></td>
<td>Chat</td>
</tr>
<tr>
<td>Initial Posting to Week 1 Q 2</td>
<td>Day 5 (1st post)</td>
<td>Discussion Forum</td>
<td>1</td>
<td>Weekly Discussions</td>
</tr>
<tr>
<td>Respond to at least two of your fellow student's postings under each discussion topic</td>
<td>Day 7</td>
<td>Discussion Forum</td>
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<td>Weekly Discussions</td>
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Week#2
Topic: Natural and Technical Hazards – Risk Assessment

Objectives

1. Identify and assess natural and manmade hazards.
2. Understand how hazards may vary according to geographic regions, economic activity, climatology, and topography.
3. Understand the process by which risk is determined and prioritized.

Weekly Announcement Page

Welcome to Week 2!

Natural and Technical Hazards – Risk Assessment

In this lesson, we will discuss the evaluation and risk assessment of various hazards, both natural and man-made. One of the most important functions of Emergency Management is to assess major risk factors as they may vary by community and geographic region, and we will examine the process for determining which hazards are to be addressed in any emergency response plan.

Reminders:

- Post your response to the discussion questions provided in the discussion area. Discussion questions count as 30% of the final grade. You are expected to respond to each discussion question posted each week with a well thought out response. If you use information other than your own experience you are required to cite your sources. Once you have responded to each discussion question, you are required to respond to a minimum of two of your peer’s discussion posts. Posts such as “I agree”, or “good post” will not count. I am looking for thoughtful, intelligent discussion.

Discussion Questions

1. Discuss the difference between a “hazard” and “risk.”
2. Discuss the various threats that might result from a hurricane.
3. Discuss the impact of a biological hazard on a community, and the steps that might be taken in response.
4. Define the various types of floods.
5. Define “secondary hazard,” and give examples.

Lecture
Hazards and Risk Assessment

Other – Web sites etc...

WEEK TWO ASSIGNMENTS
Students complete the following assignments during the second week of class:

Readings

Required Readings

○ Haddow, Chapter 2
○ Lindell, Chapters 5, 6

Supplementary Readings

Other Required Materials (Videos, etc.)

Submitted Assignments

1. Due by Day X.

Discussion Forums

Participate in the following Discussion Forums:

1. 1st posting to the 1st discussion question due by Day 3. Respond to at least two of your fellow students’ postings due by Day 7

2. 1st posting to the 2nd discussion questions due by Day 5. Respond to at least two of your fellow students’ postings.

Week Two Overview

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<td>Day 4</td>
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<td>Chat</td>
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<tr>
<td>Initial Posting to Week 2 Q 2</td>
<td>Day 5</td>
<td>Discussion Forum</td>
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<td>Weekly Discussions</td>
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Week#3
Topic: The Phases of EM-Mitigation

Objectives

1. Discuss how mitigation activities may avoid or lessen the impact of emergencies.
2. Explain how mitigation efforts may be difficult to implement, and why the business community and some segments of the community may oppose them.

Weekly Announcement Page

Welcome to Week 3!

The Phases of EM-Mitigation

In this lesson, we examine the process of mitigation of hazards in order to avoid or lessen the effects of disaster. Mitigation itself takes a long-term look at hazards rather than the short-term immediate impact, in that it seeks long-term solutions, such as effective building codes, flood plain administration, and relocation of key communications facilities out of flood-prone areas.

We also discuss the reality that mitigation, while it looks good on paper, often encounters serious blowback from the business community and segments of the population whose properties will be condemned, who will be forced to move, or will have to defer construction plans for potentially lucrative developments that are found to fall within the boundaries of a flood plain.

Reminders:

- Post your response to the discussion questions provided in the discussion area. Discussion questions count as 30% of the final grade. You are expected to respond to each discussion question posted each week with a well thought out response. If you use information other than your own experience you are required to cite your sources. Once you have responded to each discussion question, you are required to respond to a minimum of two of your peer’s discussion posts. Posts such as “I agree”, or “good post” will not count. I am looking for thoughtful, intelligent discussion.
Discussion Questions
1. List and define the various “mitigation tools” available to Emergency Management and briefly define each.
2. List the types of mitigation programs funded under the “Hazard Mitigation Grant Program.”
3. How would local government activities such as zoning, subdivision regulation, and building inspection support mitigation?
4. Name five categories of mitigation strategies.
5. Discuss reasons for the local business community to be less than enthusiastic in supporting mitigation programs.

Lecture
The Phases of Emergency Management - Mitigation

Other – Web sites etc…

WEEK THREE ASSIGNMENTS
Students complete the following assignments during the third week of class:

Readings

Required Readings

- Haddow, Chapter 3
- Lindell, Chapter 7

Supplementary Readings

Other Required Materials (Videos, etc.)

Submitted Assignments

1. Due by Day X.

Discussion Forums

Participate in the following Discussion Forums:

1. 1st posting to the 1st discussion question due by Day 3. Respond to at least two of your fellow students’ postings due by Day 7
2. *1st posting to the 2nd discussion questions due* by Day 5. Respond to at least two of your fellow students’ postings.

**Week Three Overview**

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<td>Chat</td>
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<tr>
<td>Initial Posting to Week 3 Q 2</td>
<td>Day 5</td>
<td>Discussion Forum</td>
<td>1</td>
<td>Weekly Discussions</td>
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<tr>
<td>Respond to at least two of your fellow student’s postings under each discussion topic</td>
<td>Day 7</td>
<td>Discussion Forum</td>
<td>1</td>
<td>Weekly Discussions</td>
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**Week#4**

**Topic:** The Phases of Emergency Management: Preparedness

**Objectives**

1. Discuss the discipline of preparedness.
2. Understand the process of preparing a comprehensive, all-hazards emergency plan.
3. Analyze an emergency operations plan from a government or non-profit organizations, identifying strengths and weaknesses, and explaining all components.

**Weekly Announcement Page**

**Welcome to Week 4!**

**The Phases of Emergency Management: Preparedness**

This lesson explores the process of preparedness, primarily the preparation of a comprehensive all-hazards response plan which is the responsibility of emergency management, but which recognizes all hazards and risks, and the roles of all disciplines, including those departments and activities not formally under the emergency management organization.

**Reminders:**

- **Exam 1** is next week, **Week 5**.
• Post your response to the discussion questions provided in the discussion area. Discussion questions count as 30% of the final grade. You are expected to respond to each discussion question posted each week with a well thought out response. If you use information other than your own experience you are required to cite your sources. Once you have responded to each discussion question, you are required to respond to a minimum of two of your peer’s discussion posts. Posts such as “I agree”, or “good post” will not count. I am looking for thoughtful, intelligent discussion.

<table>
<thead>
<tr>
<th>Discussion Questions</th>
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<tbody>
<tr>
<td>1. List the core elements that address major emergency management functions, as defined by the Capability Assessment Review Process.</td>
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<tr>
<td>2. Define the components of the emergency operations plan.</td>
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<td>3. Discuss the uses of “hazard modeling.”</td>
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<td>4. Define the four types of emergency management exercises.</td>
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<td>5. Define Business Continuity Planning and its implications, as outlined in the Haddow text.</td>
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<th>Lecture</th>
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<td>The Phases of Emergency Management - Preparedness</td>
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| Other – Web sites etc... |

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**WEEK FOUR ASSIGNMENTS**

*Students complete the following assignments during the fourth week of class:*

**Readings**

*Required Readings*

- Haddow, Chapter 6
- Lindell, Chapters 9

*Supplementary Readings*

**Other Required Materials (Videos, etc.)**

**Submitted Assignments**

1. *Due by Day X.*
**Discussion Forums**

Participate in the following Discussion Forums:

1. *1st posting to the 1st discussion question due by Day 3.* Respond to at least two of your fellow students’ postings due by Day 7

2. *1st posting to the 2nd discussion questions due by Day 5.* Respond to at least two of your fellow students’ postings.

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**Week Four Overview**

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<tr>
<td>Initial Posting to Week 4 Q 2</td>
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<tr>
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<td>Weekly Discussions</td>
</tr>
</tbody>
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**Week#5**

**Topic:** The Phases of Emergency Management: Response

**Objectives**

1. Examine the response phase of the emergency management process.
2. Evaluate the content of the National Incident Response Plan and the National Incident Management System.
3. Discuss the roles of federal, state, and local government in disaster response.

---

**Weekly Announcement Page**

**Welcome to Week 5!**

The Phases of Emergency Management: Response

In this lesson, we study disaster response. Response includes all of those activities incorporated into the response to disaster designed to save lives, rescue those in harm’s way, save property, and restore services to a sufficient level to conduct rescue and recovery activities, remove the public from danger, prevent further loss.
Reminders:

- The **first exam** will be due on **Day 7 of Week 5**.

- Post your response to the discussion questions provided in the discussion area. Discussion questions count as 30% of the final grade. You are expected to respond to each discussion question posted each week with a well thought out response. If you use information other than your own experience you are required to cite your sources. Once you have responded to each discussion question, you are required to respond to a minimum of two of your peer’s discussion posts.

- Posts such as “I agree”, or “good post” will not count. I am looking for thoughtful, intelligent discussion.

- **Issue Paper #1** is due next week, **Week 6**. Please read the syllabus for the details.

<table>
<thead>
<tr>
<th>Discussion Questions</th>
</tr>
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<tbody>
<tr>
<td>1. Define the functions of the “Joint Field Office” as defined in the text and in the NRP, and some of the agencies and activities that might be represented.</td>
</tr>
<tr>
<td>2. Give me your opinion as to the reasons for what appear to be increased public expectations as to the response by the federal government following a catastrophe such as Katrina.</td>
</tr>
<tr>
<td>3. List at least six elements of a federal disaster response and the functions under each.</td>
</tr>
<tr>
<td>4. Explain the function and advantages of the Incident Command System.</td>
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<td>5. Define the basic elements of household reactions to emergencies.</td>
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</table>

**Lecture**

The Phases of Emergency Management - Response

**Other – Web sites etc…**

**WEEK FIVE ASSIGNMENTS**

_Students complete the following assignments during the fifth week of class:_

**Readings**

*Required Readings*
Haddow, Chapter 4
Lindell, Chapter 10

**Supplementary Readings**

**Other Required Materials (Videos, etc.)**

**Submitted Assignments**

1. *Exam due by Day 7.*

**Discussion Forums**

Participate in the following Discussion Forums:

1. *1st posting to the 1st discussion question due by Day 3.* Respond to at least two of your fellow students’ postings due by Day 7.

2. *1st posting to the 2nd discussion questions due by Day 5.* Respond to at least two of your fellow students’ postings.

**Week Five Overview**

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<tr>
<td>Exam #1</td>
<td>Day 7</td>
<td>E-mail Attachment</td>
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<td>Assignments</td>
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**Week#6**
**Topic:** The Phases of Emergency Management: Recovery

**Objectives**
1. Examine disaster recovery, which is defined as beginning then efforts to save life and property end and may continue for months.
2. Identify and explain the phases of recovery.
3. Discuss federal assistance programs as they apply to disaster recovery, including applications processing and eligibility.

Weekly Announcement Page

Welcome to Week 6!

The Phases of Emergency Management: Recovery

This week we discuss the discipline of Recovery, which are those activities necessary following any incident to restore the community to normal operations and conditions. The first phase of recovery will restore necessary services, such as electricity and passable roadways. The second restores facilities, such as businesses and civic facilities and housing. Ideally, recovery may lead to mitigation, if restoration and relocation actually remove people from hazardous areas or conditions, or facilities are restored in a hardened, more secure manner.

Issue Paper: Review an existing emergency operations plan for a public agency or corporation. Provide a review and critique of the document. Evaluate for effectiveness, timeliness, thoroughness, and usefulness to responders. Read syllabus for the details of the first Issue Paper. Submit under the Assignment Tab by Day 7 of Week 6.

Reminders:

- Post your response to the discussion questions provided in the discussion area. Discussion questions count as 30% of the final grade. You are expected to respond to each discussion question posted each week with a well thought out response. If you use information other than your own experience you are required to cite your sources. Once you have responded to each discussion question, you are required to respond to a minimum of two of your peer’s discussion posts. Posts such as “I agree”, or “good post” will not count. I am looking for thoughtful, intelligent discussion.

Discussion Questions

1. Define five federal programs aimed specifically at disaster recovery, and define each.
2. Discuss the typical conflicts that might arise during a recovery period, and how these affect the ability of a community to recover from a disaster and conduct meaningful mitigation for future incidents.
3. It as said that effective recovery should lead to effective mitigation. How would this be true?
4. Define the stages of housing recovery.
5. Explain the difference between rapid assessment, preliminary assessment, and site assessment.

| Lecture |
The Phases of Emergency Management-Recovery |

| Other – Web sites etc… |

**WEEK SIX ASSIGNMENTS**
Students complete the following assignments during the sixth week of class:

**Readings**

*Required Readings*

*Supplementary Readings*

**Other Required Materials (Videos, etc.)**

**Submitted Assignments**

1. Issue Paper due by Day 7.

**Discussion Forums**

Participate in the following Discussion Forums:

1. 1st posting to the 1st discussion question due by Day 3. Respond to at least two of your fellow students’ postings due by Day 7

2. 1st posting to the 2nd discussion questions due by Day 5. Respond to at least two of your fellow students’ postings.

**Week Six Overview**

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<td>Assignment</td>
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**Week#7**

**Topic:** The Phases of EM-Impact of Disaster

**Objectives**

1. Discuss social and psychological impacts of disasters on communities, regions, and nations.
2. Discuss the psychology of disaster on the population and responders.

**Weekly Announcement Page**

**Welcome to Week 7!**

The Phases of EM-Impact of Disaster

**Reminders:**

- Post your response to the discussion questions provided in the discussion area. Discussion questions count as 30% of the final grade. You are expected to respond to each discussion question posted each week with a well thought out response. If you use information other than your own experience you are required to cite your sources. Once you have responded to each discussion question, you are required to respond to a minimum of two of your peer’s discussion posts. Posts such as “I agree”, or “good post” will not count. I am looking for thoughtful, intelligent discussion.

**Discussion Questions**

1. Define the differences one might expect between the psychological impact upon responders of a disaster and that of day-to-day normal emergencies.
2. Would you consider the possibility of responder abandonment of their responsibilities a major planning concern? Why or why not?
3. According to Lindell, what four types of organizations emerge during a disaster?
4. Describe three conclusions about shock in Melick’s study.
5. Discuss the response known as convergence, define it, and state the type of
policies that might be effective in controlling it.

<table>
<thead>
<tr>
<th>Lecture</th>
<th>Impact of Disaster</th>
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<tbody>
<tr>
<td>Other</td>
<td>Web sites etc…</td>
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</tbody>
</table>

WEEK SEVEN ASSIGNMENTS
Students complete the following assignments during the seventh week of class:

Readings

**Required Readings**

- Lindell, Chapter 8

**Supplementary Readings**

Other Required Materials (Videos, etc.)

Submitted Assignments

1. Due by Day X.

Discussion Forums

Participate in the following Discussion Forums:

1. *1st posting to the 1st discussion question due by Day 3.* Respond to at least two of your fellow students’ postings due by Day 7

2. *1st posting to the 2nd discussion questions due by Day 5.* Respond to at least two of your fellow students’ postings.

Week Seven Overview

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Week #8
Topic: Communications and Disaster

Objectives

1. Explain communications of disaster, including the psychology of warning the public, why some warnings are more effective than others, and establishing effective communications among responders.
2. Discuss the value of programs established to educate the public in advance of emergencies and managing public expectations.

Weekly Announcement Page

Welcome to Week 8!

Communications and Disaster

Reminders:

- Post your response to the discussion questions provided in the discussion area. Discussion questions count as 30% of the final grade. You are expected to respond to each discussion question posted each week with a well-thought-out response. If you use information other than your own experience you are required to cite your sources. Once you have responded to each discussion question, you are required to respond to a minimum of two of your peer’s discussion posts. Posts such as “I agree”, or “good post” will not count. I am looking for thoughtful, intelligent discussion.

Discussion Questions

1. Identify some characteristics of today’s society that might have an effect on emergency management’s ability to communicate the nature of threats, either imminent threats or of a longer-term public education nature.
2. Occasionally, members of a community will perceive a risk as greater than reality. Lindell discusses the reasons for this perception as “outrage factors.” Name five of these factors and discuss how emergency management
might deal with this.
3 List five “audiences” of an effective emergency manager’s communications program.
4 List the eight steps of the Miley risk communication and new behavior adoption model.
5 Discuss the differences between watches and warnings, and provide examples.

Lecture
Disaster Communications

Other – Web sites etc...

WEEK EIGHT ASSIGNMENTS
Students complete the following assignments during the eighth week of class:

Readings

Required Readings
- Haddow, Chapter 7
- Lindell, Chapter 4

Supplementary Readings

Other Required Materials (Videos, etc.)

Submitted Assignments

1. Due by Day x.

Discussion Forums

Participate in the following Discussion Forums:

1. 1st posting to the 1st discussion question due by Day 3. Respond to at least two of your fellow students’ postings due by Day 7

2. 1st posting to the 2nd discussion questions due by Day 5. Respond to at least two of your fellow students’ postings.

Week Eight Overview
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**Week#9**

**Topic: The News Media and Emergency Management**

**Objectives**

1. Understand the role of the news media in the overall disaster environment.
2. Discuss the relationship with the media, building relationships with the media, and using the media to distribute correct information.

**Weekly Announcement Page**

**Welcome to Week 9!**

**The News Media and Emergency Management**

In this lesson, we discuss the relationship with news media, not only during disaster times, but during the non-incident, or pre-disaster times, when the relationships with local news media may be managed to provide assistance in educating the public in general safety and in family disaster preparation.

**Reminders:**

- Post your response to the discussion questions provided in the discussion area. Discussion questions count as 30% of the final grade. You are expected to respond to each discussion question posted each week with a well thought out response. If you use information other than your own experience you are required to cite your sources. Once you have responded to each discussion question, you are required to respond to a minimum of two of your peer’s discussion posts. Posts such as “I agree”, or “good post” will not count. I am looking for thoughtful, intelligent discussion.
Discussion Questions

1. As an emergency manager, would you consider the media to be friend or foe? Give your reasons for your answers. Whether you answer yes or no, or “a little of both,” I’m interested in the reason for your answer.
2. How would you work to encourage media interest in your activities when there is no wreckage or misery for them to film?
3. What are some of the rules in terms of the interview which reflect a concern with the needs of the media?
4. If a serious incident leads to a loss of credibility for an emergency management agency, whether deserved or not, how would this credibility be restored?
5. How would you as an emergency manager encourage the media’s assistance in building awareness among households of the need to develop some degree of self-sufficiency in a pre-disaster time?

Lecture
Emergency Management and the Media

Other – Web sites etc...

WEEK NINE ASSIGNMENTS
Students complete the following assignments during the ninth week of class:

Readings

Required Readings

- Haddow, Chapter 7

Supplementary Readings

Other Required Materials (Videos, etc.)

Submitted Assignments

1. Due by Day X.

Discussion Forums
Participate in the following Discussion Forums:

1. *1st posting to the 1st discussion question due by Day 3.* Respond to at least two of your fellow students’ postings due by Day 7.

2. *1st posting to the 2nd discussion questions due by Day 5.* Respond to at least two of your fellow students’ postings.

**Week Nine Overview**

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**Week#10**

**Topic: Terrorism**

**Objectives**

1. Understand the origins of terror, the recent history of terror, and the political and religious foundations of terrorist organizations.
2. Discuss the psychological and political impact of terror.
3. Discuss the current state of terror, counter-terrorism, and international vs. domestic terrorism.

**Weekly Announcement Page**

**Welcome to Week 10!**

**Terrorism**

In this lesson, we focus on terrorism, both domestic and international, and try to understand the reasons for the success of terrorist organizations in recruiting new members and “soldiers” to carry out the missions of the organization. We will explain recent history of terrorism in the United States, and the differences between political terrorism and religious terrorism.
You are expected to respond to each discussion question posted each week with a well thought out response. If you use information other than your own experience you are required to cite your sources. Once you have responded to each discussion question, you are required to respond to a minimum of two of your peer’s discussion posts. Posts such as “I agree”, or “good post” will not count. I am looking for thoughtful, intelligent discussion.

### Discussion Questions

1. What are the differences in tactics, and therefore in the nature of incidents, between a “political” terrorist, such as Shining Path or Aryan Brotherhood, and an Islamic Jihadist movement?
2. Define and discuss CBRN attacks. Give examples of each, if there are examples, and discuss how each of these might require a different response than a fire or weather-related disaster?
3. It is said that an objective of terrorism is to cause the population to lose confidence in their government. How would an organization attempt to achieve this?
4. Explain the difference between terrorism and an insurgency.
5. What, in your opinion, is more likely to occur in the US….the detonation of a stolen nuclear warhead, or a “dirty bomb?” Tell me why.

### Lecture

**Terrorism**

### Other – Web sites etc...

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### WEEK TEN ASSIGNMENTS

*Students complete the following assignments during the tenth week of class:*

#### Readings

**Required Readings**

- Laqueur: p. 350-520

**Supplementary Readings**

#### Other Required Materials (Videos, etc.)

#### Submitted Assignments
1. *Due by Day X.*

**Discussion Forums**

Participate in the following Discussion Forums:

1. *1st posting to the 1st discussion question due by Day 3.* Respond to at least two of your fellow students’ postings due by Day 7

2. *1st posting to the 2nd discussion questions due by Day 5.* Respond to at least two of your fellow students’ postings.

**Week Ten Overview**

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**Week#11**

**Topic: Terrorism and Emergency Management**

**Objectives**

1. Understand changes in the federal emergency response structure following 9/11, and how terrorism has changed the emergency management environment.
2. Discuss the terror threat and how it must be addressed in local emergency response plans.

**Weekly Announcement Page**

Welcome to Week 11!
Terrorism and Emergency Management
• Issue Paper #2 (Tabletop Exercise) due Week 13. See syllabus for more details.

• Post your response to the discussion questions provided in the discussion area. Discussion questions count as 30% of the final grade. You are expected to respond to each discussion question posted each week with a well thought out response. If you use information other than your own experience you are required to cite your sources. Once you have responded to each discussion question, you are required to respond to a minimum of two of your peer’s discussion posts. Posts such as “I agree”, or “good post” will not count. I am looking for thoughtful, intelligent discussion.

Discussion Questions

1. Discuss the terrorist threat and how it must be addressed in a community’s emergency operations plan.
2. How might the possibility of a terrorist attack change the typical responder approach to an unknown emergency in a mall or a government building?
3. It has been stated that it is incumbent on emergency managers to put as much focus on the next bombing or chemical attack as they do on the next flood or tornado. In a time of limited resources, how is this possible?
4. How have changes in the federal government following 9/11 affected emergency management?

Lecture
Terrorism and Emergency Management

Other – Web sites etc…

WEEK ELEVEN ASSIGNMENTS
Students complete the following assignments during the eleventh week of class:

Readings

Required Readings

- Haddow: Chapter 9
- Lindell, Chapter 15

Supplementary Readings
Other Required Materials (Videos, etc.)

Submitted Assignments

1. Due by Day X.

Discussion Forums

Participate in the following Discussion Forums:

1. *1st posting to the 1st discussion question due by Day 3.* Respond to at least two of your fellow students’ postings due by Day 7

2. *1st posting to the 2nd discussion questions due by Day 5.* Respond to at least two of your fellow students’ postings.

Week Eleven Overview

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Week#12

Topic: Accountability in Emergency Management

Objectives

1. Discuss the evaluation of personnel.
2. Discuss the types of exercises used to evaluate an organization’s effectiveness.
3. Explain professionalism and certification in the field of emergency management.

Weekly Announcement Page

Welcome to Week 12
Accountability in Emergency Management
- **Issue Paper #2** (Tabletop Exercise) due **Week 13**. See syllabus for more details.

- Post your response to the discussion questions provided in the discussion area. Discussion questions count as 30% of the final grade. You are expected to respond to each discussion question posted each week with a well thought out response. If you use information other than your own experience you are required to cite your sources. Once you have responded to each discussion question, you are required to respond to a minimum of two of your peer’s discussion posts. Posts such as “I agree”, or “good post” will not count. I am looking for thoughtful, intelligent discussion.

### Discussion Questions

1. In a small department where most people know each other fairly well, why is it necessary to conduct an employee evaluation program?
2. What is the advantage to management-level personnel in the emergency management field for the profession to become more professionalized, including a certification program?
3. Compare the tabletop exercise and the full-scale, functional exercise. What are the advantages of each?
4. What are the settings, conditions, etc., the supervisor should strive for in scheduling employee evaluations?

### Lecture

Accountability and Emergency Management

### Other – Web sites etc...

---

**WEEK TWELVE ASSIGNMENTS**

*Students complete the following assignments during the twelfth week of class:*

### Readings

- **Required Readings**
  - Lindell, Chapters 12, 15

- **Supplementary Readings**
Other Required Materials (Videos, etc.)

Submitted Assignments

1. Due by Day X.

Discussion Forums

Participate in the following Discussion Forums:

1. 1st posting to the 1st discussion question due by Day 3. Respond to at least two of your fellow students’ postings due by Day 7

2. 1st posting to the 2nd discussion questions due by Day 5. Respond to at least two of your fellow students’ postings.

Week Twelve Overview

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Week#13
Topic: Individual Issue Paper

Objectives
1. Demonstrate an understanding of the evaluation process by submitting a design for a tabletop exercise.

Weekly Announcement Page

Welcome to Week 13!

Issue Paper #2 (Tabletop Exercise) due Day 7. Issue Paper should be based on your design of a tabletop exercise for any agency based on a terrorist attack. Submit to the Assignment Area by Day 7.

Post your response to the discussion questions provided in the discussion area. Discussion questions count as 30% of the final grade. You are expected to respond to each discussion question posted each week with a well thought out response. If you use information other than your own experience you are required to cite your sources. Once you have responded to each discussion question, you are required to respond to a minimum of two of your peer’s discussion posts. Posts such as “I agree”, or “good post” will not count. I am looking for thoughtful, intelligent discussion.

Discussion Questions

1. If you are designing an exercise staging a terrorist event, would you use a worst-case scenario or a most likely scenario? Why?

2. What would be the advantage of allowing media representatives to participate, as an observer or a participant, in your exercise?

3. Compare the results and impact of a dirty bomb exploding in the turning basin of the Houston Ship Channel and a Category 4 hurricane making landfall at Galveston and moving north through Harris County.

4. During a "quiet" time, your local ABC affiliate invites you to be the guest on a thirty-minute local news talk show to talk about "anything you want." What message would you choose to get across to your audience? Why?

Lecture
Submit Second Issue Paper

Other – Web sites etc…

WEEK THIRTEEN ASSIGNMENTS
Students complete the following assignments during the thirteenth week of class:

Readings

Required Readings

Supplementary Readings

Other Required Materials (Videos, etc.)

Submitted Assignments

1. Issue Paper #2 due by Day 7.

Discussion Forums

Participate in the following Discussion Forums:

1. 1st posting to the 1st discussion question due by Day 3. Respond to at least two of your fellow students’ postings due by Day 7

2. 1st posting to the 2nd discussion questions due by Day 5. Respond to at least two of your fellow students’ postings.

Week Thirteen Overview

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<td>Issue Paper #2</td>
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## Week#14
**Topic: Future of EM**

### Objectives

1. Examine the future of emergency management as a profession and project needs of the various disciplines.
2. Discuss the impact of the war against the insurgency on the emergency management profession and the practice of emergency management at any level of government.

### Weekly Announcement Page

**Welcome to Week 14**  
**Future of Emergency Management**

- **Final exam** next week, Week 15.

- Post your response to the discussion questions provided in the discussion area. Discussion questions count as 30% of the final grade. You are expected to respond to each discussion question posted each week with a well thought out response. If you use information other than your own experience you are required to cite your sources. Once you have responded to each discussion question, you are required to respond to a minimum of two of your peer’s discussion posts. Posts such as “I agree”, or “good post” will not count. I am looking for thoughtful, intelligent discussion.

### Discussion Questions

1. Do you believe emergency management best serves the citizens of the United States as a growing profession, or seeing its knowledge, resources, and expertise split back into the numerous professions that created the discipline in the first place?

2. The primary mission of Homeland Security implies an emphasis on defense and recovery from terrorist attacks. However, the total losses from natural disaster, especially a catastrophe like Katrina, are considerably more than terrorist events. How can the department or even each local emergency management department, focus on both manmade and natural disasters as well as the less likely terror attack?

3. What core competencies do you believe a local emergency management department should possess? How would these core competencies differ from the
capabilities in a department of civil defense in the same city?

4. How do you see such demographic trends as an aging population and an increasingly urban society affecting emergency management in the next thirty years?

5. As a top management-level person in a local government, what would you expect from your newly-hired college-educated experts in emergency management?

Lecture
The Future of Emergency Management

Other – Web sites etc…

WEEK FOURTEEN ASSIGNMENTS
Students complete the following assignments during the fourteenth week of class:

Readings

Required Readings

- Haddow, Chapter 10
- Lindell, Chapter 15

Supplementary Readings

Other Required Materials (Videos, etc.)

Submitted Assignments

1. Due by Day X.

Discussion Forums

Participate in the following Discussion Forums:

1. 1st posting to the 1st discussion question due by Day 3. Respond to at least two of your fellow students’ postings due by Day 7

2. 1st posting to the 2nd discussion questions due by Day 5. Respond to at least two of your fellow students’ postings.
Week Fourteen Overview

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<td>Weekly Discussions</td>
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<td>Respond to at least two of your fellow student’s postings under each discussion topic</td>
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<td>Discussion Forum</td>
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Week#15
Topic: Final Exam

Objectives

1. Demonstrate proficiency in emergency management through the thorough examination of the history of one major disaster, explaining the strengths and weaknesses of the response, and discussing the lessons that were learned.

Weekly Announcement Page
Welcome to Week 15

Discussion Questions

**Make sure the discussion questions aren’t also in the final exam.**

1. All of you have read or heard the story of "How the Grinch Stole Christmas." The Grinch, a loathsome character who hates everything good, comes to deeply resent the spirit of Christmas as embodied in the happy anticipation of the holiday by the citizens of Whoville. In order to placate his hostility, the night before Christmas, the Grinch rides into town and steals every trace of the holiday, including gifts and the town Christmas tree.
   Based on our readings and lectures, would you consider the Grinch to be a terrorist? Please explain why or why not.
   Yes, I know Mr. Grinch had a change of heart, was swept up in the spirit of Christmas, and re-appeared like Ebeneezer Scrooge presenting a goose to the Cratchitt family and returned everything he stole. For the purposes of your answer, however, consider his mission and his motives prior to his mind-boggling conversion.

2. The English translation for the title of the Russian state agency that was formerly Civil Defense is "Ministry of Russian Federation for Civil Defence, Emergencies and Elimination of Consequences of Natural Disasters."
How does this title, assuming it reflects the mission of the post Cold-War Russian Civil Defense agency, resemble the mission of FEMA?

3. Why is the media important in the field of Emergency Management? Consider both natural and man-made disasters, as well as terrorism, in your answer.

4. It is said that the American media and terrorism are not accomplices, but involved in a symbiotic relationship in that they feed off each other. Is this true? Explain.

5. Many definitions of an effective manager include the role of "change manager." How would this apply to the role of Emergency Manager, both now and in the future?

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<td>Other – Web sites etc...</td>
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**WEEK FIFTEEN ASSIGNMENTS**

*Students complete the following assignments *during the fifteenth week of class:*

**Readings**

*Required Readings*

*Supplementary Readings*

**Other Required Materials (Videos, etc.)**

**Submitted Assignments**

1. *Due by Day X.*

**Discussion Forums**

Participate in the following Discussion Forums:

1. *1st posting to the 1st discussion question due by Day 3.* Respond to at least two of your fellow students’ postings due by Day 7
2. *1\(^{st}\) posting to the 2\(^{nd}\) discussion questions due by Day 5.* Respond to at least two of your fellow students’ postings.

**Week Fifteen Overview**

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Library
The Bush School will provide this information.

Technical Help Desk Information
Texas A&M University (TAMU) Central Helpdesk (open 24/7, 365 days a year):
Phone: Toll-free at 866.857.4112 or 979.845.8300
Email: helpdesk@tamu.edu

For problems related to Blackboard Vista, please contact:
Bush School Online Support Team
Email: onlinelp@bushschool.tamu.edu

Students may also use the "Technical Questions" forum in the discussions area of course. All questions will be answered within 24 hours.

Academic Integrity Statement:
"An Aggie does not lie, cheat or steal or tolerate those who do."
Refer to the Honor Council Rules and Procedures on the web:
http://www.tamu.edu/aggiehonor

Academic Integrity Statement:

"An Aggie does not lie, cheat or steal, or tolerate those who do." It is important that you act with the utmost of integrity. Texas A&M University imposes serious consequences for those who violate the Aggie (Texas A&M University) Honor Code. See http://www.tamu.edu/aggiehonor for more information about the Aggie Honor Code and the Aggie Honor Council's rules and procedures.

Americans with Disabilities Act (ADA) Policy Statement

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please contact the Department of Student Life, Services for Students with Disabilities at 979-845-1637 by phone or at disability@tamu.edu by email.