

# ACADEMIC PROGRAM REVIEW

## Fairmont State Board of Governors

Program without Special Accreditation

Degree Program MA National Security & Intelligence Date Submitted 4/29/26

### INSTITUTIONAL RECOMMENDATION Approved by the Board of Governors (§5.2.8)

The institution is obligated to recommend continuance or discontinuance of a program and to provide a brief rationale for its recommendation:

- 1. Identification of the program for further development and/or expansion due to demand (e.g., providing additional institution commitment), with or without action.
- 2. Continuation of the program at the current level of activity; with or without action.
- 3. Continuation of program at a reduced level of activity (e.g., revise curriculum, reduce credit hours, merge programs, share courses, share faculty, develop a joint program with another institution) or other corrective actions.
- 4. Discontinuation of the Program (review for potential sunset)

**Rationale for Recommendation:** Review and revise the curriculum and assessment plans. Create a quality control plan for online instruction. In collaboration with academic administration and the Enrollment Management Division, develop an enrollment plan that identifies student enrollment segments and market measures and targets for each segment (include undergraduate and graduate students in the plan). In collaboration with CMCS, develop a NSI program marketing plan. Establish an Industry Advisory Council.

  
Signature of person preparing report:

4/28/26

Date

  
Signature of Dean

4/29/26

Date

  
Signature of Provost and Vice President for Academic Affairs:

5/18/2026

Date

  
Signature of President:

6/10/26

Date

  
Signature of Chair, Board of Governors:

6/28/2026

Date



Fairmont State University  
Board of Governors

Board Action Item Approval

Date: 6/25/2026

**Action Item:** Approval of the Program Review for MA in National Security & Intelligence Without Special Accreditation

1. Approve above action item as presented.

2. Approve above action with the following stipulation:

3. Table the above action item until \_\_\_\_\_  
(next Board of Governors' meeting)

mmf  
\_\_\_\_\_  
FSU President

6/25/26  
\_\_\_\_\_  
Date

[Signature]  
\_\_\_\_\_  
FSU Board of Governors' Chair

6/28/2024  
\_\_\_\_\_  
Date

# Executive Summary for Program Review

(Provide a 2-3 page summary)

Program Name

**National Security and Intelligence M.A.**

College/Department

**College of Liberal Arts/ Social Science**

Delivery (on-campus, hyflex, online)

**Online**

External review(s) if applicable

**N/A**

## **Synopses of significant findings, including major strengths and key challenges**

The National Security and Intelligence M.A. (NSI MA) program at Fairmont State University has demonstrated strong alignment with the University's mission to educate engaged citizens and deliver transformational impact for West Virginia and beyond. The program is the only graduate-level offering in National Security and Intelligence in the state, positioning Fairmont State as a leader in this critical field.

### **Major Strengths:**

- **Mission Alignment:** The program supports civic responsibility and leadership, with a curriculum designed to address real-world national security challenges.
- **High Student Success Rates:** Over the five-year review period, the program maintained an average success rate of approximately 98%, with most D/F/W grades resulting from withdrawals rather than academic failure.
- **Graduate Employment:** Alumni survey results, though limited in response rate (15%), indicated 100% employment among respondents, with most working directly in the field.
- **Financial Health:** The program has a strong financial margin (56% program margin), with net tuition and fees significantly exceeding instructional costs.
- **Faculty Expertise:** Faculty members possess advanced degrees and extensive field experience, contributing to high-quality instruction and curriculum development.

### **Key Challenges:**

- **Faculty Capacity:** The program operated with only one full-time faculty member for a portion of the review cycle, which may have impacted enrollment and program

development. Although now staffed with two full-time faculty, additional support would ensure sustainability.

- **Enrollment Fluctuations:** The program started the 2020-2021 academic year. Enrollment peaked in 2023–2024 with 24 students but declined to 16 in 2024–2025. It should be noted that this may be a short-term drop. There are not enough years of data to project long-term trends. Nevertheless, this drop highlights the need for enhanced marketing and outreach efforts.
- **Adjunct Training:** Adjunct faculty play a vital role in course delivery but currently lack access to structured training, particularly in online pedagogy and Quality Matters (QM) certification.

**Plan for improvement:**

*Year 1 (2025–2026):*

- Expand marketing efforts to stabilize and increase enrolment to the target of 20 to 25 full-time students per semester.
- Complete QM certification for all full-time faculty members.
- Initiate internal peer review of online courses using QM standards (one course per term).

*Year 2 (2026–2027):*

- Develop and implement structured training resources for adjunct faculty, including online teaching best practices.
- Evaluate the impact of marketing and faculty expansion on enrollment and student success.
- Seek institutional support for additional faculty development funding.
- Obtain graduate faculty status for additional NSIS faculty to expand the number of faculty members authorized to teach in the graduate program.

*Year 3 (2027–2028):*

- Continue peer review cycle.

**Identify weaknesses or deficiencies from the previous program review and the status of improvements implemented or accomplished.**

This is not applicable. This is the first five-year review of the program.

**Five-year trend data on graduates and majors enrolled in the program.**

Academic Year	Total Enrollment	Completions	Retention Rate
2020-2021	N/A	N/A	N/A
2021-2022	11	*1	>90%
2022-2023	21	*10	>90%
2023-2024	24	18	>90%
2024-2025	16	*6	>90%

\*Completion data is incomplete due to difficulties with data from summer term graduates. The on time (one academic year) completion rate for the program was 73.5% over the course of the review period.

**Summary of assessment model and how learning outcome assessment results were used for program improvement.**

Initially, final course grades were used to assess Program Learning Outcomes (PLOs), but the model has evolved to include direct measures such as essays, reflections, and policy analyses mapped to specific outcomes.

All outcome targets were met during the review cycle, with over 80% of students scoring 80% or higher on assessments. This success has affirmed the curriculum's effectiveness, though the program has shifted toward more granular assessment methods to better inform continuous improvement.

Instructional quality is being enhanced through adoption of the Quality Matters framework. One full-time faculty member and the program director are QM certified, and internal peer reviews of courses have begun.

**Data on student placement, if available (e.g., number of students employed in positions related to the field of study or pursuing advanced degrees).**

An alumni survey revealed that all respondents (approximately 15% response rate) had obtained employment, with the majority working directly in the field of national security and intelligence. All respondents affirmed that the NSI MA program helped them secure employment and advance their careers.