# Course Description

This course offers an examination of contemporary case studies, allowing students to analyze elements of successful business leadership of crisis situations. Students will apply theories to practical exercises in a manner that demonstrates a comprehension of the elements of crisis management theory.

# University Learning Outcomes (ULO)

* **ULO1:**Knowledge of Human Cultures and the Physical and Natural World
* **ULO2:**Intellectual and Practical Skills
* **ULO3:**Personal and Social Responsibility
* **ULO4:**Integrative and Applied Learning­
* **ULO5:**Immersed in the Critical Concerns of the Sisters of Mercy of the Americas

# Program Learning Outcomes (PLO)

* **PLO1**: Students will effectively research and communicate in writing (in APA format) ideas and arguments associated with business leadership and management issues. (ULO 1, 3, 4)
* **PLO2**: Students will apply knowledge and skills to develop a comprehensive business plan which demonstrates competency in the following areas: management, operations, finance, and marketing. (ULO 2, 4)
* **PLO3**: Apply critical thinking to real life work problems through the application of theoretical and experiential knowledge. (ULO 1, 2, 4)
* **PLO4**: Students will identify issues and strategies related to ethics and corporate social responsibility and its implications for business. (ULO 2, 3, 4)

# Course Learning Outcomes (CLO)

* **CLO1:** Explain management and leadership’s role in the four phases of emergency management.
* **CLO2:** Describe and discuss the history of emergency management and FEMA in the United States.
* **CLO3:** Evaluate the strategic business components involved with the development of multi-level response and recovery policies or tactics.
* **CLO4**: Evaluate the use of emergency technology in the phases of emergency management.
* **CLO5**: Analyze the ways emergency management partnerships are maintained with the organization, as well as local, state, and federal governments.

# Student Expectations

Students are expected to:

* Ask probing and insightful questions related to course content.
* Make meaningful and relevant connections and application to their own learning process.
* Be productive and contributing members of class discussions.

# Required Course Materials

No Textbook Required. All required course material are found in Blackboard.

# Suggested Point Values

|  |  |  |
| --- | --- | --- |
| **Assessment** | **Point Value** | **Due** |
| **Week 1** |  |  |
| Discussion: Decisive Roles | 25 |  |
| Discussion: News and Views | 25 |  |
| Quiz: Week 1 Quiz | 40 |  |
| **Week 2** |  |  |
| Discussion: News and Views | 25 |  |
| Emergency Management Collaboration Short Research Paper | 65 |  |
| Quiz: Week 2 Quiz | 40 |  |
| **Week 3** |  |  |
| Discussion: News and Views | 25 |  |
| Case Study: Activation of Incident Command, Roles and Responsibilities for Command and General Staff | 70 |  |
| **Week 4** |  |  |
| Discussion: Phases of Emergency Management: Mitigation, Preparedness, Response, and Recovery | 25 |  |
| Discussion: News and Views | 25 |  |
| Case Study: Hazard Vulnerability Analysis and Report | 70 |  |
| The Future of Emergency Management Research Paper and Presentation Outlines | 70 |  |
| **Week 5** |  |  |
| Discussion: News and Views | 25 |  |
| Case Study: Financial Preparedness for Effective Response | 70 |  |
| **Week 6** |  |  |
| Discussion: Transportation in Healthcare | 25 |  |
| Case Study: Transportation Efforts in Preparedness and Response During Hurricane Maria’s Impact on Puerto and the U.S. Virgin Islands. | 70 |  |
| **Week 7** |  |  |
| The Future of Emergency Management Research Presentation | 100 |  |
| Discussion: The Future of Emergency Management Research Presentation | 25 |  |
| The Future of Emergency Management Research Paper | 180 |  |
| **Total Points** | **1000** |  |

**Grading Scale**

|  |  |
| --- | --- |
| **Grade** | **Range** |
| A | 93-100 |
| A- | 90-92 |
| B+ | 87-89 |
| B | 83-86 |
| B- | 82-80 |
| C+ | 77-79 |
| C | 73-76 |
| C- | 70-72 |
| D+ | 67-69 |
| D | 63-66 |
| D- | 60-62 |
| F | 59 |

# Course Schedule

|  |  |  |
| --- | --- | --- |
| **Week** | **Start** | **End** |
| One | <insert start date> | <insert end date> |
| Two |  |  |
| Three |  |  |
| Four |  |  |
| Five |  |  |
| Six |  |  |
| Seven |  |  |

# Weekly Learning Modules

|  |  |  |  |
| --- | --- | --- | --- |
| **Week One: History of Emergency Management & FEMA** | | | |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Identify emergency management. | | CLO2 | |
| * 1. Explain the history of FEMA. | | CLO2 | |
| * 1. Investigate the establishment of the Department of Homeland Security. | | CLO2 | |
| * 1. Examine the organization of emergency management and FEMA within the federal government | | CLO2 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Weekly Participation and Discussion**  The purpose of the weekly discussions is to provide you with a way to synthesize the concepts presented in this course. Each week, you will respond to the discussion questions with a substantive post of 150-to 200-words that addresses all the prompts for the question by 11:59 p.m. EST of the listed due date. By the conclusion of each week, Sunday at 11:59 p.m. EST, you will make at least one substantive comment of 100-to 150-words to three of your classmates’ posts for each assigned discussion question. Your comments must further the discussion by following the RISE Model for meaningful feedback. It is recommended that you check in periodically throughout the week to ensure that you are meeting the participation requirement.  **Review** the RISE Model for Peer Feedback. | | N/A | N/A |
| **Student Introductions**  **Introduce** yourself by answering the following questions by 11:59 p.m. Eastern time on Thursday:  • What industry are your currently working or did you last work in?  • List one positive detail about yourself that will help us remember you.  • What would you like to get out of this course?  • You may include a photo of yourself, your pets, and so on, if you wish.  Read all your classmates’ discussion posts.  Reply to 1 student with whom you have something in common. | | N/A | Discussion: one post and replies to other posts = 1 hour |
| **Readings**  **Read** the following articles on the history of emergency management, and **note** the key information from this week’s readings.   * [Introduction to Emergency Management](https://training.fema.gov/hiedu/aemrc/booksdownload/fem/), Ch. 1, pp. 1–4 * [History of FEMA](https://www.fema.gov/about-agency) * [Homeland Security Act of 2002](https://www.dhs.gov/sites/default/files/publications/hr_5005_enr.pdf), TITLE I - Department of Homeland Security, pp. 8–11 * [The Federal Emergency Management Agency Publication 1 April 2016](https://www.fema.gov/media-library-data/1462196227387-c10c40e585223d22e2595001e50f1e5c/Pub1_04-07.pdf), Ch. 2, FEMA Roles and Missions, pp. 17–36 | | 1.1, 1.2, 1.3, 1.4 |  |
| **Introduction to The Future of Emergency Management Research Paper and Presentation**  In Week 7, you will write a research paper and create a narrated presentation based on your understanding of the future of emergency management. This paper and presentation will consist of the information acquired throughout the course, along with information you acquired during your research and your knowledge on where the future of emergency management is heading and why it is heading in that specific direction.  It is highly recommended that you use each week to analyze, formulate, and create your paper and presentation. Each topic will help you understand specific areas within emergency management. Your ability to speculate on the future depends on your ability to learn and understand the past and present nature of emergency management. Spend time each week working on both assignments. This will help you with organizing your ideas and theories. Feel free to reach out if you have any questions in relation to either assignment.  **The Future of Emergency Management Research Paper**  **Resource:** APA Paper Template  **Read** the following:   * [Meeting Future Emergency Management Challenges Through Education](http://www.govtech.com/em/training/Meeting-Future-Emergency-Managment-Challenges-Through-Education.html) * [Ethical Guidelines for the Development of Emergency Plans](https://www.michigan.gov/documents/mdch/Ethical_Guidelines_for_the_Development_of_Emergency_Plans_AHCA_428875_7.pdf)   **Write** a 1,200- to 1,250-word research paper evaluating what you believe to be the future of emergency management.  **Include** the following areas in your research:   * The environment * Technology * Governmental influence and oversight * Community involvement * Financial planning * Organizational leadership * Security, including domestic and international threats * The emergency management profession * Ethics and respect for the dignity of people * Three external references   **Format** your research paper according to APA guidelines using the APA Paper Template.  **The Future of Emergency Management Research Presentation**  **Resource:** Guidelines for Effective Slide Presentations  Based on your research paper, **prepare** a professional, narrated PowerPoint presentation with a minimum of 15 content slides that illustrates your understanding of the future of emergency management.  **Include** 3 external references on a reference slide forsources of information, such as the textbook, external resources, and your personal experience (if applicable).  **Format** your presentation according to APA guidelines. The presentation should contain the following slides: title, agenda, introduction, summary, and references.  Navigate to the link called E.M. Paper and Presentation on the sidebar.  **Use** [Guidelines for Effective Slide Presentations](https://na01.safelinks.protection.outlook.com/?url=http:%2F%2Fmason.gmu.edu%2F~montecin%2Fpowerpoint.html&data=02%7C01%7Cleddins%40synergiseducation.com%7Ce1eaebc81a9b471ec0f708d5e84c75d0%7C7a9bcbb102ab4062aafc53c0ba30b9ac%7C0%7C0%7C636670337495637797&sdata=5w4OGtfdiwSUiwFrTO0uXFyQ0SWibhCiD%2BNu8SDBhHY%3D&reserved=0) to help you organize your presentation. | | ULO5 | Guided project=1 Hour |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Videos**  **Watch** the following:   * [What is Emergency Management](https://www.youtube.com/watch?v=O68qxR4sT38) (5:03) * [Homeland Security Information Network](https://youtu.be/Jk2qExTJ4nc) (2:43)   **Post** your comments or question in the General Q & A Discussion Forum. | | 1.1, 1.2, 1.4 | Videos =1 Hour |
| **Helpful Websites**  **Explore** the following websites to find useful information on FEMA and the Department of Homeland Security:   * [Federal Emergency Management Agency](http://www.fema.gov) * [Emergency Management Institute](https://training.fema.gov/) * [Department of Homeland Security](http://www.dhs.gov) * [Pennsylvania Emergency Management Agency](http://www.pema.pa.gov)   **Post** your comments or question in the General Q & A Discussion Forum. | | 1.2, 1.3 | Website review=1 hour |
| **Adobe Connect Live Discussion**  **Review** [Adobe Connect Resources](https://sites.gmercyu.edu/student-resources/adobe-connect-resources/).  **Participate** in the scheduled live session with the course instructor. This session will provide an overview of the course and discuss the major assignments in the course.  **Prepare** to ask questions concerning the content of the week and the course.  Note: A recorded lecture will be made available to those who are unable to attend the live session. | | Course | Live Discussion: lecture and discussion = **1 hour** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Decisive Roles**  **Post** a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers:   * Which agency plays a more decisive role in emergency response to natural disasters: the Department of Homeland Security or the Federal Emergency Management Agency? Why?   **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday  *Note:* Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday. | | 1.2, 1.3 | Discussion: one post and replies to three other posts = **1 hour** |
| **Discussion: News and Views**  **Post** a clear and logical response to the following, providing specific examples to support your answers:  **Select** a current event article (within the last 2 weeks) that relates to this week’s topic from one of the following publications or a national news website:   * [Federal Emergency Management Agency](https://www.fema.gov/) * [Department of Homeland Security](https://www.dhs.gov/) * [Emergency Management Magazine](http://www.govtech.com/em/) * [Journal of Emergency Management](http://www.pnpco.com/pn06001.html) * [Emergency Management News](https://edmdigest.com/news/) * [American Red Cross](http://www.redcross.org/)   **Write** a summary of your chosen article that includes the following:   * A link to the article * The name of the article, date published, and author if not stated in the article * Four bullet points summarizing the article * 1 to 2 paragraphs discussing the connection to this week’s topic: Make insightful comments that connect the real world to the article information. * Why you selected this article and why you think it would be useful to share with the class   **Format** your summary according to APA guidelines.  **Post** your article reviewby 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 1.1, 1.2, 1.3 | Discussion: research, one post and replies to three other posts = **2 hours** |
| **Week 1 Quiz**  **Complete** the Week 1 Quiz by 11:59 p.m. (Eastern time) on Sunday. | | 1.1, 1.2, 1.3 | Quiz 1.5 hours |
| **Total** |  |  | **9.5 hours** |

# Faculty Notes

**Course Setup**

**General Questions and Discussion Forum:** This course includes a discussion forum for general questions, comments, and concerns. This forum is intended for any course-related commentary not found within a specific weekly discussion. This forum is not graded. Make sure to monitor this forum for student posts. You are encouraged to make an announcement advertising this forum and monitor and post regularly to build engagement. Videos to be viewed were intentionally selected due to their short length. Videos 20 minutes or more in length can be viewed in segments.

**Adobe Connect:** Consider posting an announcement asking students to submit any questions or topics they'd like addressed ahead of time. The instructor can then utilize those questions that come up in the first part of the week to tailor the live Adobe Connect class session that would be scheduled toward the later part of the week. That 1-hour synchronous session will allow students the opportunity to go over any questions they had with the homework and clarify any misconceptions they have about the course content. All Adobe Connect sessions should be recorded and a link to the recording be posted to the course page so any student who misses the session can review it later in the week.

*Note:* It is the instructor’s choice as to what day they will schedule the Adobe Connect Live Session, but it is recommended that they schedule this session for Wednesday of the week so students have plenty of time to review their homework prior to the deadline on Sunday.

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| Week Two: Emergency Management | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Discuss emergency management collaboration between organizations. | | CLO5 | |
| * 1. Identify steps and effective practices in emergency management preparedness. | | CLO5 | |
| * 1. Analyze current policies and functions within emergency management. | | CLO5 | |
| * 1. Describe organizational phases of emergency response. | | CLO5 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Reading**  **Read** the following:   * [Section 3, pp. 3-1 to 3-9](https://training.fema.gov/emiweb/is/is288/is-0288%20downloadable%20course%20with%20exam.pdf) * [The Four Phases of Emergency Management](http://nccde.org/159/Phases-of-Emergency-Management)   **Review** [Perceptions of Their Organization's Level of Emergency Preparedness Following a Brief Workplace Emergency Planning Educational Presentation](https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4909844/). | | 2.1, 2.2, 2.4 |  |
| **The Future of Emergency Management Research Paper and Presentation Preparation**  As you learn more about the foundation emergency management in preparation for your research paper and presentation due in Week 7, begin to think about how you would incorporate emergency management into your paper and presentation. Navigate to the link called E.M. Paper and Presentation on the sidebar.  *Note:* The presentation is due Thursday of Week 7. | | 2.1, 2.2, 2.3, 2.4 | Guided project=1 Hour |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Videos**  **Watch** the following:   * [Emergency Management Assistance Compact](https://youtu.be/Gc8oHnu0PxE) (1:46) * [Theses Series: A New Role for Emergency Management-Fostering Trust to Enhance Collaboration](https://youtu.be/aBvOVEt2rOc) (6:56) * [Disaster Preparedness and Emergency Response](https://youtu.be/gO8N3L_aERg) (4:57)   **Post** your comments or question in the General Q & A Discussion Forum. | | 2.1, 2.2, 2.3. 2.4 | Video=1 Hour |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: News and Views**  **Post** a clear and logical response to the following, providing specific examples to support your answers.  **Select** a current event article (within the last 2 weeks) that relates to this week’s topic from one of the following publications or a national news website:   * [Federal Emergency Management Agency](https://www.fema.gov/) * [Department of Homeland Security](https://www.dhs.gov/) * [Emergency Management Magazine](http://www.govtech.com/em/) * [Journal of Emergency Management](http://www.pnpco.com/pn06001.html) * [Emergency Management News](https://edmdigest.com/news/) * [American Red Cross](http://www.redcross.org/)   **Write** a summary of your chosen article that includes the following:   * A link to the article * The name of the article, date published, and author if not stated in the article * Four bullet points summarizing the article * 1 to 2 paragraphs discussing the connection to this week’s topic: Make insightful comments that connect the real world to the article information. * Why you selected this article and why you think it would be useful to share with the class   **Format** your summary according to APA guidelines.  **Post** your article reviewby 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 2.1, 2.2, 2.3. 2.4 | Discussion: research, one post and replies to three other posts = **2 hours** |
| **Emergency Management Collaboration Short Research Paper**  **Resource:** APA Paper Template  **Write** a 600-to 800-word research paper describing the difference between collaboration and sharing resources between organizations during emergency management real-world events.  **Include** the following:   * Describe the function of mutual aid agreements. * Explain difficulties in sharing assets (both resources and costs) with governmental and privately-owned organizations. * Describe how organizations benefit through collaboration in each of the four phases of emergency management. * Cite at leastone external resource.   **Format** your research paper according to APA guidelines using the Research Paper Template.  **Submit** the paper by 11:59 p.m. (Eastern time) on Sunday. | | 2.1, 2.2, 2.3, 2.4 | Library research=2 hours |
| **Week 2 Quiz**  **Complete** the Week 2 Quiz on Learning Objectives by 11:59 p.m. (Eastern time) Sunday. | | 2.1, 2.2, 2.3, 2.4 | Quiz=1 hour |
| **Total** |  |  | **7 hours** |

# Faculty Notes

Week Two is a familiarization of the collaboration and development of relationships between organizations in preparation for emergency management operations. While organizations have different purposes, those that are in proximate geographical areas will prepare for emergencies similarly. That preparation lends itself to collaborative relationships between each other. This week’s instruction provides an opportunity for you to draw on private and public relationships from a local, state, and federal perspective when showing the correlation between community partnerships and preparedness activities. Videos to be viewed were intentionally selected due to their short length. Videos 20 minutes or more in length can be viewed in segments.

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| Week Three: Management and Leadership Roles | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Describe incident command structure positions. | | CLO1 | |
| * 1. Compare general and command staff functions. | | CLO1 | |
| * 1. Examine leadership responsibilities. | | CLO1 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Presentation**  **Review** the slides in the [FEMA Leadership and Management Chapter](https://training.fema.gov/emiweb/is/is200b/instructor%20guide/02_igics200b_october2013.pdf).  **Post** your comments or question in the General Q & A Discussion Forum. | | 3.1, 3.2, 3.3 | Presentation=1 hour |
| **Videos**  **Watch** the Following:   * [ICS Organization Presentation 1](https://www.youtube.com/watch?v=LXwl1J485p0) (5:37) * [ICS Command Function](https://www.youtube.com/watch?v=iUgua88C8Jk&t=0s&list=PLV5qjgWw4vKRLR31q7-J-2gfRJ2LsTZw8&index=5) (2:51) * [ICS Establishing Command](https://www.youtube.com/watch?v=NZ8pS8fv7Q8&t=0s&list=PLV5qjgWw4vKRLR31q7-J-2gfRJ2LsTZw8&index=6) (1:45) * [ICS Operations Function](https://www.youtube.com/watch?v=cadxBy6jMFI&t=0s&list=PLV5qjgWw4vKRLR31q7-J-2gfRJ2LsTZw8&index=7) (2:23) * [ICS Planning Function](https://www.youtube.com/watch?v=8BRPTHATN-I&t=0s&list=PLV5qjgWw4vKRLR31q7-J-2gfRJ2LsTZw8&index=9) (3:00) * [ICS Logistics Function](https://www.youtube.com/watch?v=CciJvyIfL4U&t=0s&list=PLV5qjgWw4vKRLR31q7-J-2gfRJ2LsTZw8&index=8) (2:42) * [ICS Finance Function](https://www.youtube.com/watch?v=_5My58b_ZJ4&t=0s&list=PLV5qjgWw4vKRLR31q7-J-2gfRJ2LsTZw8&index=10) (2:03)   **Post** your comments or question in the General Q & A Discussion Forum. | | 3.1, 3.2, 3.3 | Lecture Activity: 1 hour |
| **The Future of Emergency Management Research Paper and Presentation Preparation**  As you learn more about the foundation management and leadership roles in preparation for your research paper and presentation due in Week 7, begin to think about how you would incorporate it into your paper and presentation. Navigate to the link called E.M. Paper and Presentation on the sidebar.  *Note:* The presentation is due Thursday of Week 7. | | 3.1, 3.2, 3.3 | Guided project=1 Hour |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Video**  **Watch** [**Incident Command System: Positions & Responsibilities**](https://www.youtube.com/watch?v=2G87bq9prx8) (8:50).  **Post** your comments or question in the General Q & A Discussion Forum. | | 3.1, 3.2, 3.3 | Video=1 Hour |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: News and Views**  **Post** a clear and logical response to the following, providing specific examples to support your answers.  **Select** a current event article (within the last 2 weeks) that relates to this week’s topic from one of the following publications or a national news website:   * [Federal Emergency Management Agency](https://www.fema.gov/) * [Department of Homeland Security](https://www.dhs.gov/) * [Emergency Management Magazine](http://www.govtech.com/em/) * [Journal of Emergency Management](http://www.pnpco.com/pn06001.html) * [Emergency Management News](https://edmdigest.com/news/) * [American Red Cross](http://www.redcross.org/)   **Write** a summary of your chosen article that includes the following:   * A link to the article * The name of the article, date published, and author if not stated in the article * Four bullet points summarizing the article * 1 to 2 paragraphs discussing the connection to this week’s topic: Make insightful comments that connect the real world to the article information. * Why you selected this article and why you think it would be useful to share with the class   **Format** your summary according to APA guidelines.  **Post** your article reviewby 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 3.1, 3.2, 3.3 | Discussion: research, one post and replies to three other posts = **2 hours** |
| **Case Study: Activation of Incident Command and Roles and Responsibilities for Command and General Staff**  **Resources:**   * APA Paper Template * [Guidelines for Writing A Case Study Analysis](https://awc.ashford.edu/PDFHandouts%5CGuidelines%20for%20Writing%20a%20Case%20Study%20Analysis.pdf)   **Read** [After Las Vegas shooting, questions about casino response plans](https://www.reviewjournal.com/news/investigations/after-las-vegas-shooting-questions-about-casino-response-plans/).  **Write** an 800- to 1,000-word case analysis developing a corrective action plan for Mandalay Bay Casino.  **Use** the standard case analysis components within the guidelines for writing a case study analysis.  **Include** the following:   * Describe how a fully implemented incident command system could have assisted the Mandalay Bay hotel and its parent organization, MGM, in managing the incident from a corporate emergency management perspective. * Explain how Mandalay Bay having key leaders in command staff and general staff positions would benefit response efforts both internally and externally (first responders). * Include a description of the key components of a corrective action plan and project timeline for implementation of the corrective action plan in your proposed solution section. Add a table, chart, flowchart, and so on to illustrate your solution. Be sure to include high-level tasks to be completed. * Include a discussion of what lessons could be learned from the case that could be applied to other settings in your recommendations section. * Include t least two external resources other than the *Las Vegas Review Journal*.   **Format** your paper according to APA guidelines using the APA Paper Template.  **Submit** the paper by 11:59 p.m. (Eastern time) on Sunday. | | 3.1 | Case study=3 Hours |
| **Total** |  |  | **9 Hours** |

# Faculty Notes:

Week three is a compilation of the incident command system and how it is initiated for any emergency. All resource materials are designed to methodically aid students in their understanding of the incident command system and leadership roles, which will assist them with their graded assignments and overall successful learning in this week’s course learning outcomes. Videos to be viewed were intentionally selected due to their short length. Videos 20 minutes or more in length can be viewed in segments.

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| Week Four: Evaluate the Use of Emergency Technology in the Phases of Emergency Management | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Administer the Mitigation-Hazard Vulnerability assessment. | | CLO4 | |
| * 1. Explain preparedness for resource allocation. | | CLO4 | |
| * 1. Identify mitigation and preparedness for various hazard vulnerability. | | CLO4 | |
| * 1. Articulate how notification systems and ICS positions aid in recovery. | | CLO4 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Review** the following:   * [Summary of The Commonwealth Hazard Vulnerability Analysis](http://www.pema.pa.gov/planningandpreparedness/communityandstateplanning/Pages/Hazard-Vulnerability.aspx) * [All-in-One Emergency Management](https://esf8portal.com/) * [The Four Phases of Emergency Management](http://www.thepreparednesspodcast.com/the-four-phases-of-emergency-management/): Understanding the four phases of emergency management is critical to understand how technology serves to improve each phase of emergency management. * [Case study on use of technology-based communications system](https://www.liveprocess.com/wp-content/uploads/2017/11/liveprocess-health-system-hospital-emergency-response-and-structured-everyday-communications-methodist-case-study.pdf) * [Recovery doesn’t just happen](http://www.govtech.com/em/disaster/Recovery-Doesnt-Just-Happen.html). * Pandemic influenza: The ethics of scarce resource allocation and the need for a hospital Scarce Resource Allocation Committee * Hazard Vulnerability Analysis * Incident Command Workbook * Incident Management Forms | | 4.1, 4.2, 4.3, 4.4 |  |
| **Videos**  **Watch** the following:   * [How to Conduct a Tabletop Exercise](https://www.youtube.com/watch?v=1XK_dZkb9Kw) (18:15) * [Emergency Functional Exercise](https://www.youtube.com/watch?v=28aWarsBBW0) (1:57) * [Emergency Preparedness Full-Scale Exercise 2015](https://www.youtube.com/watch?v=3HatZBVuD8c) (36:31) * [FEMA Accessible: Federal Emergency Management Agency's National Disaster Recovery Framework (NDRF)](https://www.youtube.com/watch?v=MdTS1i_zDsw) (5:40)   **Post** your comments or question in the General Q & A Discussion Forum. | | 4.3, 4.4 | Video=2 Hours |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Videos**  **Watch** the following: (3:34)   * [Emergency Management 101: The Four Phases of Emergency Management](https://www.youtube.com/watch?v=dnsBdmhVsT4) (4:51) * [Office of Emergency Management: Practice drills crucial](https://www.youtube.com/watch?v=ZfwpyQqjHgA) (3:34)   **Post** your comments or question in the General Q & A Discussion Forum. | | 4.3 | Video=1 Hour |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Phases of Emergency Management: Mitigation, Preparedness, Response, and Recovery**  **Post** a clear and logical position response in 150 to 200 words to the following, providing specific examples to support your answers:   * Based on your position (what you think), which phase or phases of emergency management are most important to an organization? Why?   *Note:* Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 4.1, 4.2, 4.3, 4.4 | Discussion: one post and replies to three other posts = **1 hour** |
| **Discussion: News and Views**  **Post** a clear and logical response to the following, providing specific examples to support your answers.  **Select** a current event article (within the last 2 weeks) that relates to this week’s topic from one of the following publications or a national news website:   * [Federal Emergency Management Agency](https://www.fema.gov/) * [Department of Homeland Security](https://www.dhs.gov/) * [Emergency Management Magazine](http://www.govtech.com/em/) * [Journal of Emergency Management](http://www.pnpco.com/pn06001.html) * [Emergency Management News](https://edmdigest.com/news/) * [American Red Cross](http://www.redcross.org/)   **Write** a summary of your chosen article that includes the following:   * A link to the article * The name of the article, date published, and author if not stated in the article * Four bullet points summarizing the article * 1 to 2 paragraphs discussing the connection to this week’s topic: Make insightful comments that connect the real world to the article information. * Why you selected this article and why you think it would be useful to share with the class   **Format** your summary according to APA guidelines.  **Post** your article reviewby 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 4.1, 4.2, 4.3, 4.4 | Discussion: research, one post and replies to three other posts = **2 hours** |
| **Case Study: Hazard Vulnerability Analysis and Report**  **Resources:**   * APA Paper Template * [Guidelines for Writing A Case Study Analysis](https://awc.ashford.edu/PDFHandouts%5CGuidelines%20for%20Writing%20a%20Case%20Study%20Analysis.pdf) * Hazard Vulnerability Analysis Worksheet   **Conduct** a hazard vulnerability analysis for your current organization or an organization of your choosing using the Hazard Vulnerability Analysis Worksheet.  **Identify** the top three hazards within the areas of natural, technological, human, and hazardous materials.  **Write** an 800- to 1,000-word reportusingthe standard case analysis components within the guidelines for writing a case study analysis. Include the following:   * Identify no less than 3 mitigation and preparedness activities or actions that should be used for each of the identified top 3 hazards. * Describe what role the incident command position structure should have in mitigation/preparedness strategies. * What available technological products would assist in mitigation/preparedness activities? * What role does training and exercises have in mitigation/preparedness activities? * Cite at least2 external resources to research information on your selected organization.   **Format** your paper according to APA guidelines using the APA Paper Template.  **Submit** the paper by 11:59 p.m. (Eastern time) on Sunday. | | 4.1, 4.4 | Case study=3 Hours |
| **The Future of Emergency Management Research Paper and Presentation Outlines**  **Complete** the following this week, in preparation for your research paper and presentation due in Week 7:   * Review research paper guidelines and presentation guidelines. * Prepare an outline for your paper and an outline for your presentation. * Include 3 external references in each outline.   **Submit** both outlines by 11:59 p.m. (Eastern time) on Sunday. | | ULO5 | Guided project =1 Hours |
| **Total** |  |  | **10 Hours** |

# Faculty Notes

Week 4 is a focus on technological advances that assist organizations with all four phases of emergency management. Specifically, students will have the opportunity to use hazard vulnerability analysis to identify potential hazards within theirs or other organizations, which will assist them in making determinations on preparedness activities specific to those identified hazards. In addition, students will be exposed to media and web-based information systems that have been designed to enhance preparedness activities, regardless of industry. Videos to be viewed were intentionally selected due to their short length. Videos 20 minutes or more in length can be viewed in segments.

|  |  |  |  |
| --- | --- | --- | --- |
| Week Five: Financial Aspects of Emergency Management | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Plan for the financial costs of emergency management. | | CLO 2, 3, 5 | |
| * 1. Outline intra-organizational funding, the process of financial preparedness for effective response. | | CLO 2, 3, 5 | |
| * 1. Explain how outside funding is received and used by local and state governments. | | CLO 2, 3, 5 | |
| * 1. Define how organizations allocate resources and understand how the Stafford Act works and implemented. | | CLO 2, 3, 5 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| Readings **Read** the following:   * [Who Should Pay for Emergency Management?](http://www.govtech.com/em/emergency-blogs/managing-crisis/Who-Should-Pay-for-070113.html) * [Public and Private Sector Relationships in Emergency Management](https://www.oecd.org/development/humanitarian-donors/docs/financingpreparedness.pdf) | | 5.1, 5.2 |  |
| **Videos**  **Watch** the following:   * [PBS Front Line: Blackout in Puerto Rico](https://www.pbs.org/wgbh/frontline/film/blackout-in-puerto-rico/) (54:47) * [Module two The Stafford Act](https://www.youtube.com/watch?v=CRvdpct4EBE) (16:57)   **Post** your comments or question in the General Q & A Discussion Forum. | | 5.1, 5.2 | Video=1.5 hour |
| **The Future of Emergency Management Research Paper and Presentation Preparation**  As you learn more about the foundation for financial aspects of emergency management, begin to think about how you would incorporate it into your paper and presentation. Navigate to the link called E.M. Paper and Presentation on the sidebar.  *Note:* The presentation is due on Thursday of Week 7. | | 5.1, 5.2, 5.3, 5.4 | Guided project=1 Hour |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Video**  **Watch** [Stronger Community, Better Response Connecting Community Organizations During Disaster](https://www.youtube.com/watch?v=qhurBdMXraM) (4:56).  **Post** your comments or question in the General Q & A Discussion Forum. | | 5.3 | Video=1 Hour |
| **Reading**  **Review** [FEMA Non-disaster Grants](https://www.fema.gov/grants). | | 5.1, 5.2 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion:** News and Views  **Post** a clear and logical response to the following, providing specific examples to support your answers.  **Select** a current event article (within the last 2 weeks) that relates to this week’s topic from one of the following publications or a national news website:   * [Federal Emergency Management Agency](https://www.fema.gov/) * [Department of Homeland Security](https://www.dhs.gov/) * [Emergency Management Magazine](http://www.govtech.com/em/) * [Journal of Emergency Management](http://www.pnpco.com/pn06001.html) * [Emergency Management News](https://edmdigest.com/news/) * [American Red Cross](http://www.redcross.org/)   **Write** a summary of your chosen article that includes the following:   * A link to the article * The name of the article, date published, and author if not stated in the article * Four bullet points summarizing the article * 1 to 2 paragraphs discussing the connection to this week’s topic: Make insightful comments that connect the real world to the article information. * Why you selected this article and why you think it would be useful to share with the class   **Format** your summary according to APA guidelines.  **Post** your article reviewby 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 5.1, 5.2, 5.3, 5.4 | Discussion: research, one post and replies to three other posts = **2 hours** |
| **Case Study: Financial Preparedness for Effective Response**  **Resources:**   * APA Paper Template * [Guidelines for Writing A Case Study Analysis](https://awc.ashford.edu/PDFHandouts%5CGuidelines%20for%20Writing%20a%20Case%20Study%20Analysis.pdf)     **Read** [Financing Preparedness](https://www.oecd.org/development/humanitarian-donors/docs/financingpreparedness.pdf). Review [Public and Private Sector Relationships in Emergency Management](https://www.drj.com/articles/online-exclusive/public-and-private-sector-relationships-in-emergency-management.html). **Write** an 800- to 1,000-word case analysis developing a corrective action plan for the Hurricane Maria relief effort for Puerto Rico,usingthe standard case analysis components within the guidelines for writing a case study analysis. Include the following:   * Describe the role of financial partnerships in the response to Hurricane Maria in Puerto Rico. * Was FEMA’s plan for Puerto Rico effective? * Describe Puerto Rico’s preparedness activities and/or its ability to prepare for Hurricane Maria. * Cite at least2 external resources other than the article provided.   **Format** your paper according to APA guidelines using the APA Paper Template.  **Submit** the paper by 11:59 p.m. (Eastern time) on Sunday. | | 5.1, 5.2, 5.3, 5.4 | Case study=3 hours |
| **Total** |  |  | **8.5 Hours** |

# Faculty Notes

Week Five provides a global view of the costs associated with mitigation, preparedness, response, and recovery activities that organizations are faced with in their comprehensive approach to addressing natural and man-made disasters. While organizations must absorb most costs related to mitigation and preparedness activities, this week you will discuss state and federal funding opportunities that may assist organizations during a response and during post-event recovery. Videos to be viewed were intentionally selected due to their short length. Videos 20 minutes or more in length can be viewed in segments.

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| Week Six: Transportation for Emergency Management | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Explain the relationship between emergency management and transportation | | CLO 1, 3, 5 | |
| * 1. Organize evaluations of strategic partnership for a response. | | CLO 1, 3, 5 | |
| * 1. Implement leadership response activities. | | CLO 1, 3, 5 | |
| * 1. Compare leadership within transportation during initial responses. | | CLO 1, 3, 5 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Reading**  **Read** the following:   * [Simplified Guide to the Incident Command System for Transportation Professionals](https://ops.fhwa.dot.gov/publications/ics_guide/) * [Emergency Support Function # 1 – Transportation Annex](https://www.fema.gov/media-library/assets/documents/25512): transportation support activities by federal government agencies during domestic threats or in response to actual of potential incidents | | 6.2 |  |
| **Video**  **View the following:**   * [Transportation Talk – Emergency Response](https://www.youtube.com/watch?v=jXhYdZl4haI) (2:41): a video on the preparedness for Hurricanes Harvey and Irma (2017) by the Louisiana Department of Transportation * [FEDERALISM: Lessons of Katrina](https://www.youtube.com/watch?v=S-pqaTO7ofw)(29:10): an ABC News special report on the failures of local, state, and national governments to effectively cooperate to deal with Hurricane Katrina in 2005   **Post** your comments or question in the General Q & A Discussion Forum. | | 6.1, 6.2, 6.3, 6.4 | Video=1 Hour |
| **Website Review**  **Review** [U.S. Department of Transportation, Office of Intelligence, Security and Emergency Response, Regional Emergency Transportation Coordination.](https://www.transportation.gov/mission/administrations/intelligence-security-emergency-response/operations-division#Regional%20Emergency%20Transportation%20Coordinator%20Program)  This website for the U.S. Department of Transportation provides information on coordination of transportation activities during emergency operations.   * Crisis Management Center * National Response Program * Emergency Support Function | | 6.1 | Website review=1 Hour |
| **The Future of Emergency Management Research Paper and Presentation Preparation**  As you learn more about the foundation of transportation for emergency management, begin to think about how you would incorporate it into your paper and presentation. Navigate to the link called E.M. Paper and Presentation on the sidebar.  *Note:* The presentation is due on Thursday of Week 7. | | 6.1, 6.2, 6.3, 6.4 | Guided project=1 Hour |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Videos**  **View** the following:   * [Communication with Vulnerable Populations – A Transportation and Emergency Management Toolkit](https://www.youtube.com/watch?v=1LbC4PQTDBA) (39:58):a presentation on the correlation between transportation and emergency management preparedness to provide aid to vulnerable populations * [Katrina changed animal evacuation](https://www.youtube.com/watch?v=M7I6nJxfO9U)(2:58): a video on the impact of Hurricane Katrina on pets and the need to plan for their evacuation during emergencies   **Post** your comments or question in the General Q & A Discussion Forum. | | 6.2, 6.3 | Video=1 Hour |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Transportation in Healthcare**  **Post** a clear and logical response to the following, providing specific examples to support your answers:   * There are many concerns in healthcare transportation when working through an emergency management response. Identify two potential issues in patient evacuation from a healthcare facility and discuss mitigation and/or preparedness activities that would assist an organization for their next emergency incident.   *Note:* Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 6.1 | Discussion: one post and replies to three other posts = **1 hour** |
| **Case Study: Transportation Efforts in Preparedness and Response During Hurricane Maria’s Impact on Puerto Rico and the U.S. Virgin Islands**  **Resources:**   * APA Paper Template * [Guidelines for Writing A Case Study Analysis](https://awc.ashford.edu/PDFHandouts%5CGuidelines%20for%20Writing%20a%20Case%20Study%20Analysis.pdf)     **Read** [Overview of Federal Efforts to Prepare for and Respond to Hurricane Maria.](https://www.fema.gov/blog/2017-09-29/overview-federal-efforts-prepare-and-respond-hurricane-maria)    **Write** an 800- to 1,000-word case analysis identifying key issues related to the recovery efforts in Puerto Rico, given the preparedness and response for transportation activities, usingthe standard case analysis components within the guidelines for writing a case study analysis. Include the following:   * Identify impacts to logistical transportation efforts on the island to provide needed supplies. * What role have political leaders both in Puerto Rico and on the mainland played in this emergency response and recovery effort? Has it been helpful? What could or should be corrected? * What economic impact is felt by the lack of recovery to the area? * Is there an example of a transportation response to another similar incident that would be beneficial for those impacted by this incident? * Include a discussion of what lessons could be learned from the case that could be applied to other settings in your recommendations section. * Cite at least2 external resources other than the Las Vegas Review Journal.   **Format** your paper according to APA guidelines using the APA Paper Template.  **Submit** the paper by 11:59 p.m. (Eastern time) on Sunday. | | 6.1, 6.2, 6.3, 6.4 | Case study=3 Hours |
| **Total** |  |  | **8 Hours** |

# Faculty Notes

Week Six provides the student a look into the importance of transportation policy in an emergency management program and the roles of leaders in that process. Transportation is often overlooked in emergency preparedness, and this week’s resources will provide multiple facets of the use of transportation in emergency preparedness and response. Videos to be viewed were intentionally selected due to their short length. Videos 20 minutes or more in length can be viewed in segments.

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| Week Seven: Future of Emergency Management and Beyond | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Discuss the future of emergency management. | | CLO 2, 3, 4 | |
| * 1. Identify potential new areas where emergency management are destined to evolve. | | CLO 2, 3, 4 | |
| * 1. Speculate about future policies, programs, and activities. | | CLO 2, 3, 4 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** the following:   * [How Emergency Management is Changing (For the Better)](http://www.govtech.com/em/training/How-Emergency-Management-Is-Changing.html) * [Five future trends in Emergency Management to Track](http://www.govtech.com/em/emergency-blogs/disaster-zone/Five-future-trends-in-emergency-management-121713.html) * [3 Steps to Shaping the Future of Emergency Management](http://www.hexagonsafetyinfrastructure.com/blog/2015/04/02/3-steps-to-shaping-the-future-of-emergency-management) | | 7.1, 7.2, 7.3 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **The Future of Emergency Management Research Presentation**  **Resources:**   * Guidelines for Effective Slide Presentations * [Record a slide show with narration and slide timings](https://support.office.com/en-us/article/record-a-slide-show-with-narration-and-slide-timings-0b9502c6-5f6c-40ae-b1e7-e47d8741161c)   Based on your research paper, prepare a professional, narrated PowerPoint presentation with a minimum of 15 content slides that illustrates your understanding of the future of emergency management.  **Include** 3 external references on a reference slide forsources of information, such as the textbook, external resources, and your personal experience (if applicable).  **Format** your presentation according to APA guidelines. The presentation should contain the following slides: title, agenda, introduction, summary, and references.  **Use** Guidelines for Effective Slide Presentations to help you organize your presentation.  **Post** your presentation to The Future of Emergency Management Research Presentation discussion forum by 11:59 p.m. (Eastern time) on Thursday  **Submit** your presentation by 11:59 p.m. (Eastern time) on Thursday. | | ULO5 | Guided project and Library research=3 Hours |
| **Discussion: The Future of Emergency Management Research Presentation**  **Review** at least 2 other students’ presentations, and **ask** a question pertaining to the presentation and this week’s learning by 11:59 p.m. (Eastern time) on Sunday. | | ULO5 | Discussion: one post and replies to three other posts = **1 hour** |
| **The Future of Emergency Management Research Paper**  **Resource:** APA Paper Template  **Read** the following:   * [Meeting Future Emergency Management Challenges Through Education](http://www.govtech.com/em/training/Meeting-Future-Emergency-Managment-Challenges-Through-Education.html) * [Ethical Guidelines for the Development of Emergency Plans](https://www.michigan.gov/documents/mdch/Ethical_Guidelines_for_the_Development_of_Emergency_Plans_AHCA_428875_7.pdf)   **Write** a 1,200- to 1,250-word research paper evaluating what you believe to be the future of emergency management.  **Include** the following areas in your research:   * The environment * Technology * Governmental influence and oversight * Community involvement * Financial planning * Organizational leadership * Security, including domestic and international threats * The emergency management profession * Ethics and respect for the dignity of people * Three external references   **Format** your research paper according to APA guidelines using the APA Paper Template.  **Submit** your paper by 11:59 p.m. (Eastern time) on Sunday. | | ULO5 | Library research=2 Hours |
| **Total** |  |  | **6 Hours** |

# Faculty Notes

Emergency management is in a continuous state of evolvement. From the initial establishment of the first organizations in emergency management in 1803 to the present, the world has seen a continuous growth in emergency management. From natural disasters and human-made environmental disasters, to acts of domestic and international terror, emergency management is now forefront in the United States and the world stage. With that, more money, technology, and human resources are being invested in this continuous process improvement. In Week Seven, students are prompted to look ahead to the future of emergency management and should be challenged to take risks and chances when attempting to predict its future. Videos to be viewed were intentionally selected due to their short length. Videos 20 minutes or more in length can be viewed in segments. Please navigate to the E.M Paper and Presentation on the sidebar to grade the paper and presentation.

# Breakdown of Academic Instructional Equivalencies

|  |  |
| --- | --- |
|  | **AIE Hours** |
| **Week 1** |  |
| Required | 6.5 |
| Supplemental | 3 |
| **Week 2** |  |
| Required | 6 |
| Supplemental | 1 |
| **Week 3** |  |
| Required | 8 |
| Supplemental | 1 |
| **Week 4** |  |
| Required | 9 |
| Supplemental | 1 |
| **Week 5** |  |
| Required | 7.5 |
| Supplemental | 1 |
| **Week 6** |  |
| Required | 7 |
| Supplemental | 1 |
| **Week 7** |  |
| Required | 6 |
| Supplemental |  |
|  |  |
| **Total Required Hours** | 50 |
| **Total Supplemental Hours** | 8 |
| **Total Hours** | 58 |