

**BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
NEW DOCTORAL DEGREE PROPOSAL STAFF ANALYSIS**

Program: Government
Institution: USF
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Proposed Implementation Date: Fall 2008
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Degree Level: Ph.D.
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Estimated Costs:

	Total	% & \$ Current Reallocated	% & \$ New Recurring	% & \$ New Non- Recurring	% & \$ C&G	Cost per FTE	SUS 05-06 Average Cost per FTE
Year 1	\$163,976	100% \$163,976	0% \$0	0% \$0	% \$0	\$41,513	45 CIP Code for SUS \$28,840
Year 5	\$351,011	100% \$351,011	0% \$0	0% \$0	0% \$0	\$24,894	

Projected FTE and headcount are:

	Projected Headcount	Student FTE
First Year	7	3.95
Second Year	10	5.64
Third Year	15	8.47
Fourth Year	20	11.27
Fifth Year	25	14.1

On March 29, 2007, the Florida Board of Governors approved nine criteria by which implementation authorization of new degree programs was to be assessed. The criteria are divided into the two categories of Institutional and State Level Accountability and Institutional Readiness. The following is an analysis of the University's proposal based on further delineations of those criteria.

Index to Analysis of Approval Criteria

Institutional and State Accountability				Institutional Readiness				
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INSTITUTIONAL AND STATE-LEVEL ACCOUNTABILITY

1. Relationship to System-Level Goals - The proposed program is consistent with the current State University System (SUS) Strategic Planning Goals, and the proposal clearly identifies which goals the program will directly support and which goals the program will indirectly support (IB).

Evidence that the proposed program is responsive to the goals of the current State University System Strategic Plan

The proposal states that it directly supports all four of the SUS Strategic Goals:

1. Access to and production of degrees;
2. Meeting statewide professional and workforce needs;
3. Building world-class academic programs and research capacity; and
4. Meeting community needs and fulfilling unique institutional responsibilities.

However, the proposal offers minimal evidence to support its claim that the new program aligns with the State University System Strategic Plan.

Although the SUS Strategic Plan includes a goal for access and production of degrees, the goal is extremely limited for doctoral degrees. According to Appendix 2 of the SUS Strategic Plan adopted on June 9, 2005, the goal for doctoral degrees only applies to emerging technology doctorates. A Ph.D. in Government is not an emerging technology degree; therefore, this program does not fall within the SUS goal for access to and production of degrees.

However, globalization of the economy and economic development have become initiatives for the Board of Governors. The Board 's 2008-2009 LBR requests funding "for student-focused initiatives, particularly . . . ones that assist the system in preparing the diverse and talented workforce needed for Florida's success in the global economy." Educating students for a global economy has been a focus of the SUS since 2006 when incoming Chancellor Rosenberg announced global competitiveness as one of his three major values. In addition, the Pappas Report includes a recommendation "for preparing students for a global society." Although much of the focus of globalization has been on undergraduate education, the proposed program would support those efforts by providing doctoral graduates who can teach undergraduate courses with an emphasis on globalization.

The SUS Strategic Plan established a targeted list of programs for meeting the statewide professional and workforce needs. Most of the statewide and workforce needs will be met through baccalaureate programs. One category includes reference to doctoral programs: high-wage/high-demand jobs. To qualify as a high-wage/high-demand job, the program must have at least 25 graduates and 15 in-state job placements, and graduates must earn an average of \$50,000. Universities may combine groups of programs to meet the requirement of having 25 graduates and 15 in-state job

placements. The proposed program would meet this requirement by Year 5 if combined with the proposed Ph.D. programs in History and Sociology.

The proposal states that the doctoral program will contribute to future private sector workforce development in Florida and beyond by providing IT CEOs and managers with knowledge of how governance issues (e.g., corporate social responsibility, regulatory impacts of trade agreements, local zoning requirements) at multiple levels (local through global) affect corporate growth.

The program does support the SUS goal of building world-class academic programs and research capacity. The proposal asserts that the program's focus on sustainable communities in a globalizing world is unique not only in Florida, but in the United States.

Because Florida lags behind in research expenditures per capita, the SUS Strategic Plan aims to bring "Florida's research productivity to a level appropriate for the fourth-largest state." The SUS Plan looks to federally funded contracts and grants. According to the proposal, this program will work with the Patel Center for Global Solutions. The Patel Center's director has secured more than \$5 million in federal and state funding for USF and will pursue funding for faculty in this Department.

In 2002, the Department had \$260,000 in funding from the National Science Foundation. The Department compared its funding level to three institutions outside Florida because no Florida institution has a comparable program. The Department's funding exceeded funding obtained by its peer institutions.

Evidence that the goals of the proposed program relate to the institutional mission statement as contained in the Strategic Plan

According to the mission statement outlined for USF in the SUS Strategic Plan, the University is dedicated to excellence in four areas: (1) teaching and lifelong learning; (2) research to promote social, cultural, economic and educational development; (3) service and community responsibility; and (4) community engagement. The proposed program would promote teaching and research by attracting top-quality faculty and students. The faculty and students will engage in research that enhances local, regional, national, and international communities.

The proposal also focuses on the University's goal to establish itself in the top echelon of research universities nationally. Although membership in the Association of American Universities (AAU) is part of the USF vision, it is not enumerated in the goals for USF as set out by the SUS Strategic Plan.

2. Need and Demand – National, state, and/or local data support the need for more people to be

prepared in this program at this level. If appropriate, any specific need for research and service that the program would fulfill has been documented. Data are provided that support the assumption that students will enroll in the proposed program. Similar programs (either private or public) that exist in the state have been identified, and the university has communicated with such programs with regard to the potential impact on their enrollment and opportunities for possible collaboration (instruction and research). Data are provided that support the need for an additional program. Table 1 categorizes projected student headcount (HC) and Full Time Equivalent (FTE) according to primary sources. The rationale underlying enrollment projections in Table 1 are adequately explained and appear to be based upon reasonable assumptions.

Evidence that there is a market-based need for more people to be educated in this program at this level

The proposal outlines several recent reports that support the need for students trained in global issues. For instance, a RAND Corporation report found that increased globalization has created a demand for well-trained leaders in business and government who possess skills in strategic international understanding. The RAND study concluded, “It is critical for leaders to have a strategic vision of where the organization is going and how to place it in a global context while understanding the implications of operating in different localities.” This program would address the need by training students in politics, policy, and governance of the globalized world.

In addition, a statewide conference on “Florida’s Global Frontiers: Impacts of Trade Liberalization” established that globalization has far-reaching effects on Florida’s industries, workforce, environment, and public policy. The proposed doctoral program will prepare students to fill state, county and local government positions who will have knowledge of the impacts of globalization in Florida. The proposal states that students will also be able to work with international organizations (e.g., United Nations), non-governmental organizations (NGOs), and the US Military.

According to the Bureau for Labor Statistics (BLS), the educational attainment level of social scientists is among the highest of all occupations. A Ph.D. is required for top-level administrative posts as well as for teaching positions. The BLS also states that most social scientists work for governmental entities, primarily the federal government. Employment growth for the federal government and for political scientists is expected to be slower than average. Some social scientists work in the private sector. Employment growth for top executives in the private sector is expected to grow at about the average rate for occupations.

According to Florida’s Agency for Workforce Innovation (AWI), positions in state and local government are expected to grow by 1.62% and 1.89% respectively from now until 2014. The rates for growth in state and local government are much higher than rates for positions in the federal government, which are only expected to grow by 0.30%. Both

state and local government are listed among the 20 industries that are expected to gain the most new jobs between now and 2014.

In addition, AWI projects that top executive positions will grow 2.31% by 2014 – a rate which is faster than the statewide average. Management positions should grow 1.77%. Political science positions are expected to grow by 1.25%.

The level of the proposed degree program is appropriate because a doctoral degree is expected for people in social sciences. Although there are no direct links between AWI and BLS projections and hiring in the government and private sectors, graduates may be prepared to take advantage of the growth in state government and local government, as well as growth in top executive and management positions.

Evidence that the proposed program has a potential pool of students

The Department conducted an informal survey of colleagues at several universities. Those colleagues reported that their students were interested in doctoral studies in globalization.

The Department also conducted an internet survey of potential students. Only 82 people responded to the survey. The survey showed that 59% of the respondents were interested in pursuing a PhD in Political Science with an emphasis on globalization, whereas only 39% were interested in the specific degree at USF.

Evidence that the proposed program does not duplicate other SUS or independent college offerings or, otherwise, provides an adequate rationale for doing so

As stated earlier, the proposal asserts that the program's focus on sustainable communities in a globalizing world is unique not only in Florida, but in the United States. The proposal asserts that there are only eight Ph.D. programs worldwide that specialize in globalization, and none are offered as degrees in Government. Of those eight programs, four are in the United States – (1) Rutgers, (2) Southern Methodist University, (3) University of California-Santa Barbara, and (4) State University of New York at Buffalo. USF does not feel that the Southern Methodist program is truly comparable, because that program focuses on anthropology. University of South Florida asserts that this program "will stand at the vanguard of this new phase of social science in general and governance in particular."

The proposal states that no other program in Florida provides a doctoral program with an emphasis on globalization. The proposal acknowledges that three SUS institutions (FSU, UF, and FIU) have doctoral programs in political science, but the proposal argues that these programs train students in particular subfields such as American Government, Political Theory, State and Local Government, Foreign Policy, Research Methods, and Political Theory.

By contrast, the USF program would train generalists in Political Science who understand the relationship between government and globalization. According to the proposal, "Globalization describes the newest phase of multifaceted political alignments that signify the onset of an interconnected, world-wide interaction of politics, security, economics and culture." The USF program would reintegrate the subfields of Political Science, International Studies, and Public Administration and enable students to apply knowledge from these subfields to the current status of public policy, government, and human development in the world.

The proposal indicated that the program would focus on interdisciplinary study. Of the existing programs reviewed by Board staff, only FIU's program is interdisciplinary, but it focuses on International Relations, not Political Science or Public Administration. The USF program would be part of an interdisciplinary program proposal which includes History and Sociology.

Based on the proposal, the program would focus on globalization. Although the program would be connected to traditional fields in which there are existing programs within the SUS, neither the program of study nor the sequence of courses would be duplicative of the other programs in the SUS.

Evidence that the university has engaged in meaningful discussion with institutions that have similar programs

The proposal does not provide evidence of any discussion between USF and FIU, FSU, or UF regarding the proposal.

Evidence of reasonable estimates of student headcount and FTE who will major in the proposed program, and commitment to a diverse student body

The proposal states that the program would enroll students from USF, students from other universities, and international students. The proposal relies on the uniqueness of the program to attract students to USF. The proposal includes a plan to recruit a diverse student body for the program.

Evidence that a plan exists to achieve a diverse student body in the proposed program, and the university's Equal Opportunity Officer has signed and dated the appropriate section

The proposed program will join the Department of Government in International Affairs. The Department's mission statement is "to promote student understanding of and tolerance for different racial and ethnic cultures as well as gender differences."

The Equal Opportunity Officer signed off on a plan that includes recruiting minority candidates both locally and nationally. The program would work with national organizations and programs such as the American Political Science Association's Minority Recruitment Project and the American Political Science Association's Minority

Fellows Program. The program plans to recruit from predominately minority colleges and universities. In addition, the program would work with USF's Institute for the Study of Latin America and the Caribbean.

3. Budget - A complete and realistic budget for the program is provided, and any redirection of funding will not have an unjustified negative impact on other needed programs.

Evidence of a budget for the program that is complete and reasonable, and comparable to the budgets of similar programs at other SUS institutions, and reflective of the proposal's text - Table 2 is completed accurately

The proposal provides evidence that the program would be implemented based on the available resources within the Department. The proposal indicates that the total cost of the program for the first year would be \$163,976 and would be reallocated from unallocated reserves. Existing faculty would implement the new program with some reallocation of time and effort.

The total cost for the fifth year of the program would be \$351,011. Anticipated retirements would allow the Department to hire four new faculty members within the first five years of the program.

The anticipated Year 1 cost per FTE would be \$41,513, but the anticipated cost by Year 5 would decrease to \$24,894. The State University System 2005-2006 Average Cost for doctoral programs in the Classification of Instructional Program Code (CIP) 45 is \$23,450.56. Taking into account a 3% annual increase for inflation, the average cost for CIP code 45 will be \$28,840 by Year 5 of the proposed program. The anticipated Year 5 cost is well within the estimated SUS average cost taking into account inflation.

Evidence that, in the event that resources within the institution are redirected to support the new program, such a redirection will not have a negative impact on undergraduate education - Table 3 is completed accurately

The Department plans to reallocate the entire first year budget of \$163,976 from the College of Arts & Sciences unallocated reserve fund. The unallocated reserve fund base is \$934,488 before reallocation and would be reduced to \$770,512 after the reallocation. USF is not asking for new money for the program.

The proposal does not indicate any negative impact on the undergraduate program; instead, the proposal indicates that the undergraduate program would benefit, because undergraduate students would have increased opportunities to do research and would have role models which would encourage them to pursue additional education.

When asked about the impact of using unallocated reserves on undergraduate students, USF responded that "undergraduate programs . . . have received significant allocations through USF's General Education program."

Similar benefits are noted for the master's students. In addition, USF hopes to attract better applicants for the master's program, because those students would be able to continue to a doctoral program. USF states that they lose several high-quality applicants from the master's program each year when the students learn that the M.A. is the terminal degree at USF.

Evidence that steps have been taken to obtain information regarding resources (financial and in-kind) available outside the institution

The program would be housed in the same Department as the Patel Center for Global Solutions, and the Department has discussed the new program initiatives with The Patel Center. The Director of the Patel Center has significant experience obtaining external funding. The proposal states that the Patel Center has secured more than \$5 million from the state and federal government. Funds from the Patel Center are sub-contracted to faculty in the Department to promote research and education on globalization related issues. The Patel Center would also assist faculty in submitting proposals to a number of public funding agencies and private foundations.

According to Fiscal Data reports, the estimated expenditures for the Patel Center for 2006-2007 are only \$2.273 million. The numbers do not reflect that the Patel Center has \$5 million in state and federal funding, but there could be many explanations for the discrepancy - the easiest explanation is that the proposal listed the total funding obtained over a number of years instead of one year.

4. Projected Benefit - A concise statement is provided that describes the projected benefit the program will bring to the university, local community, and the state. The projected benefits can be both quantitative and qualitative in nature, but there needs to be a clear distinction made between the two in the narrative.

Evidence of a projected benefit that reflects information and data provided in Table 1, Table 2, and the supporting narrative for "Need and Demand"

The proposal focuses on the need to strengthen graduate education in humanities and social sciences to assist the University in achieving AAU status. The proposal states that the link with proposed doctoral programs in Sociology and History will also provide leaders for Florida business and industry who are versed in global issues. As stated earlier, the program meets need and demand because openings for governmental positions and top executives positions are expected to be available through 2014.

Moreover, the proposed program would meet the needs of business, industry, and the professions that depend on knowledge, skills, and attitudes needed in a global workforce. The Public Affairs track would provide students who understand how politics meets global challenges. The Sustainable Political Communities track would prepare students to "collaborate with various communities on a global scale to address

issues related to political stability, protection of the environment, and worldwide social, economic, and cultural growth.”

INSTITUTIONAL READINESS

5. Relationship to Mission and Institutional Strength - The goals of the program are aligned with the university's mission and relate to specific institutional strengths. The planning process has been a collaborative effort as demonstrated by a chronology (table) of activities, and a timetable of events necessary for the implementation of the proposed program is provided.

Evidence that the goals of the program align with the institutional mission as stated in the university strategic plan

According to the proposal, the University's strategic planning began focusing on international education in 1992. Both the Faculty Senate and the Provost concentrated on improving international education efforts and appointed a Dean of International Affairs in 1999. The strategic plan adopted in 2000 identified “international affairs” as one of sixteen focal points for strategic planning. In 2001, the University added the USF Globalization Research Center (GRC) to “develop research, teaching, and service partnerships with a variety of government offices, private business and industry, community organizations, and alumni, both within the U.S. and abroad.” As soon as the GRC was in place, the University turned to the planning the proposed doctoral program.

The proposal states that the Ph.D. in Government would assist the University in becoming a nationally recognized, metropolitan-based research institution by attracting the most promising faculty and students. In addition, the proposed program would assist the University in becoming one of the top 50 research universities in the United States, because most of the top 50 research universities have a Ph.D. program in political science, international relations, or public administration. The proposal also states that the program would position the University for membership in the AAU. The proposed program also would reinforce the emerging national and global reputation of the University's Patel Center for Global Solutions.

The proposal dovetails with the University's strategic plan. The USF mission statement specifically mentions envisioning itself as a premier research institution positioned for AAU membership. The strategic plan is replete with references to becoming a premier research institution and joining the AAU.

Several components of this proposal are included in the values of the University. For instance, the strategic plan states that USF values “(o)utstanding research and scientific discovery, including the application of new knowledge to solve state, national, and global problems” and “(m)utually beneficial partnerships and community engagement that increase the understanding of, and present solutions to, local and global challenges,

with a mind to strengthening the economy and building sustainable healthy communities.” The values also include “integrated, interdisciplinary inquiry and collaboration across department(s).”

The proposal also reflects the University goals outlined in its strategic plan. The strategic plan outlines as goals: (1) world-class interdisciplinary research and (2) promoting globally competitive graduate programs that support interdisciplinary inquiry. As one of three proposed doctoral programs which will form the Global Sustainable Healthy Communities, this program supports the university’s strategic plan.

Evidence of a relationship to specific institutional strengths such as programs of emphasis, other academic programs, and/or institutes and centers

The proposal supplies a nexus to existing programs and centers at the University. As outlined earlier, the program would link with proposed Ph.D. programs in History and Sociology. If approved, the three new Ph.D. programs will form the Global Sustainable Healthy Communities Initiative. The three programs will take advantage of each other’s expertise and resources to achieve excellence in both graduate education and research.

The proposal also lists fifteen undergraduate departments and four graduate programs ranging from Architecture and Economics to Marketing and Global Health which feature globalization components. In addition, the Department of Government and International Affairs already includes the following programs specifically relating to this proposal: two undergraduate degrees (BA in Political Science, BA in International Studies), two master’s degrees (MA in Political Science, MPS in Public Administration), and four graduate certificates (Globalization Studies, Political Science, Non-Profit Management, and Public Management).

As for institutes and centers, the proposed program will rely heavily on the resources of the Patel Center for Global Solutions. The Center’s reputation as a leading research center on globalization issues related to development, the environment, and health will enable the proposed program to establish partnerships with researchers throughout the state, the region, the nation, and the world.

The proposed program will also benefit from the expertise of the Center for Biological Defense, the Global Center for Disaster Management and Humanitarian Assistance, and the Center for International Business. Finally, the International Affairs Center will facilitate the recruitment of international students as well as develop exchange opportunities for the program faculty.

Evidence that planning for the proposed program has been a collaborative process involving academic units and offices of planning and budgeting at the institutional

level, as well as external consultants, representatives of the community, etc.

The proposal states that the University has been considering this program for almost 15 years. During that interval, the faculty of the Department of Government and International Affairs, the Graduate Council, and the Graduate School endorsed the program. An independent consultant also evaluated the proposed program in 2007. The proposal does not provide any evidence of input from community representatives.

Evidence of an appropriate timetable of events leading to the implementation of the proposed program

The proposal states that the program will begin advertisement and appoint a director to manage the program as soon as the Board of Governors grants its approval. The University will recruit students and faculty in the spring of 2008, and USF will start the program in the Fall of 2008.

6. Program Quality Indicators - Program reviews, accreditation visits, or internal reviews for any university degree programs related to the proposed program are discussed, especially any within the same academic unit. A summary of the institution's progress in implementing all recommendations is provided.

Evidence that progress has been made in implementing the recommendations from program reviews or accreditation activities in the discipline pertinent to the proposed program

The proposal states that the National Association of Schools of Public Affairs and Administration (NASPAA) granted the USF MPA program accreditation for seven years. In addition, the Department conducted a self-study of Political Science and International Studies Programs in 2005, and an outside scholar conducted an independent assessment in 2006. The proposal does not mention any recommendations resulting from any of those evaluations.

External consultants reviewed the proposed program in 2007. Although the proposal did not reference any recommendations made by the external consultants, the proposal included a copy of the external consultants' report. Based on an independent evaluation, the external consultant made several recommendations that the program has addressed or needs to address. The consultants recommended that the program make research assistantships available to doctoral students, and the proposal evidences funds for assistantships. The consultants also recommended a pro-seminar early in the program, and the proposal reflects that all entering students must attend a pro-seminar. The external consultants also recommended that the curriculum be reorganized to create doctoral-level courses which are more intensive than upgraded master's courses would be. The proposal reflects the addition of six new courses which may be a response to this concern. The external consultants recommended that the library materials need to be updated to support doctoral level research, but the proposal does

not reflect the addition of any library materials.

7. Curriculum - The proposal describes an appropriate and sequenced course of study, student learning outcomes are identified, admissions and graduation criteria are clearly specified and appropriate, and the appropriateness of specialized accreditation is addressed.

Evidence of an appropriate, sequenced, and fully described course of study

The proposal reflects a 57 credit hour post-M.A. program. As stated earlier, all entering students would have to take an Interdisciplinary Professional Seminar or Proseminar. In addition, students would have to complete a 9-credit hour core requirement, a 9-credit hour core elective requirement, a 12-credit hour multi-disciplinary elective credit requirement, a 6-credit hour dissertation research proposal preparation requirement, and an 18-hour dissertation requirement.

In addition to successfully completing coursework, students would have to pass two written comprehensive examinations. The first examination would test general areas of political science and international studies. The second exam would test students on their chosen track. Students would have to demonstrate competency in at least one foreign language by passing the World Language Education Department's competency exam. Students would present their dissertation in written and oral form to their dissertation committee.

Students would be able to enter the program with only a bachelor's degree. Those students would have to take all the courses that are required for an MA in Political Science or MPA; however, they would not be required to write a separate master's thesis.

Students who have completed a master's degree would be able to transfer some credits into the program. If the student has an M.A. in Political Science or an MPA from USF, they would be able to transfer 30 hours of course work, but they would still be required to take their required track courses. Students who completed graduate work in other departments at USF or at another university would be able to transfer only 8 hours.

The program would require fewer hours than the other institutions in the United States offering programs in globalization. For instance, the Rutgers Ph.D. in Global Affairs requires 73 hours including 4 core courses, 2 semesters of the Colloquium on Global Change and Governance, 2 methodology courses, 6 courses in an area of concentration, 4 courses in a distribution, 21 credits of dissertation research and the language requirement; however, it appears that a student can enter the program at Rutgers without first obtaining a master's degree. The program at SUNY Buffalo requires 72 hours. The UC Santa Barbara program requires 48 hours for the Ph.D. in Political Science, 4 courses in global studies, 4 courses in 3 years of professional skills courses, a

language requirement, and dissertation hours.

Evidence of specific student learning outcomes

The proposal states that “graduates will be able to:

- 1) Engage in scholarly and policy oriented research to advance knowledge of world politics, international relations and public administration.
- 2) Assume leadership positions in government at the international, national, state, or local levels.
- 3) Assume leadership positions in private sector companies that conduct international business.
- 4) Become skilled instructors and researchers as faculty members in graduate and undergraduate political science, public administration, or international studies programs.”

The external consultant did not raise any questions about the learning outcomes. Although the outcomes are a bit vague, they are measurable – i.e., the program will meet its goals if graduates obtain jobs with the degree.

Evidence of industry-driven competencies for any science and technology programs, and identification of any industry advisory council that exists to provide input for curriculum development and student assessment

The proposed program is not a science or technology program. According to the proposal, this question does not apply to the program.

Evidence that, if appropriate, the bachelor’s and master’s degree programs associated with the program are accredited and that the institution anticipates seeking accreditation for the proposed program if available

The proposal reflects that the University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (SACS), and the MPA is accredited by the National Association of Schools of Public Affairs and Administration. The proposal correctly states that no agency or organization currently accredits doctoral programs in Political Science/Government.

Evidence that the institution has analyzed the feasibility of providing all or a portion of the proposed program through alternative instructional delivery options, including distance learning, branch campuses or centers, self-paced instruction, or collaboration with other universities, both public and private

The proposal notes that most classes would be delivered in the traditional classroom style on the main campus, but a few classes would be offered at the USF Downtown Center. Although the program does not anticipate establishing a complete distance learning program, some courses would be offered via distance learning.

Evidence that if a proposed delivery system will require specialized services or

greater than normal financial support, projected costs are included in Table 2

The proposed delivery system would not require specialized services or greater than normal financial support.

8. Faculty Resources – A critical mass of faculty will be available to initiate the program based on estimated enrollments, and faculty in the aggregate has the necessary experience and research activity to sustain a doctoral program.

Evidence that there is a critical mass of faculty available to initiate the program based on estimated enrollments - Table 4 is completed correctly

USF lists 24 anticipated faculty members for the program. USF includes 10 full professors, 7 assistant professors, and 7 associate professors. The proposed number of faculty is comparable to peer organizations. SUNY Buffalo has 16 faculty members, whereas UC Santa Barbara has 22 and Rutgers has 30.

Although the external consultants did not raise any questions about the number of faculty members, the consultants had some concerns about whether faculty had underestimated the amount of time needed to mentor doctoral students and supervise dissertations. The external consultants recommended that the program consider dual teaching appointments. The proposal does not reflect any dual teaching appointments. Moreover, when asked about why the USF proposals for doctoral programs in Government, History and Sociology do not reflect any faculty overlap, USF responded that faculty members would work across disciplines; however, their time would be allocated to their departmental budgets.

Evidence that the faculty in aggregate have the necessary experience and research activity to sustain the program

Between 1997 and 2007, the faculty in aggregate published 41 books, 17 monographs, 146 refereed articles, 36 non-refereed articles, 28 encyclopedia entries, 136 book chapters, 14 technical reports, and 119 book reviews.

The external consultants raised some questions about the experience and research activity of the faculty; however, the report noted that recent hires have added to the research profile and commended the Department on plans to hire additional faculty. The external consultants felt that the establishment of the doctoral program would add further to the research capability of the department.

Evidence that, if appropriate, there is a commitment to hire additional faculty in later years, based on estimated enrollments

USF anticipates hiring 4 new professors – one each in Fall 2009, Fall 2010, Fall 2011, and Fall 2012.

Evidence that the academic unit(s) associated with this new degree have been productive in teaching, research, and service

The Department compared itself to the three programs in the US which offer both a Ph.D. in Political Science and a Ph.D. in a topic related to globalization. Those three institutions are Rutgers, UC Santa Barbara, and SUNY Buffalo. They compared the most recent National Research Council information from 1995 to most recent Departmental data from 2003.

Based on these comparisons, USF's faculty members compare favorably. USF is tied with UC Santa Barbara for the highest percentage of supported faculty having external research support. USF and Rutgers are tied with 53% of faculty with publications – that percentage falls below UC Santa Barbara with 64%, but above SUNY Buffalo at 44%. USF has the highest ratio of publications per faculty at 2.2

9. Non-Faculty Resources – The necessary library volumes and serials; classroom, teaching laboratory, research laboratory, office space, equipment, clinical and internship sites, fellowships, scholarships, and graduate assistantships will be sufficient to initiate the program.

Evidence that library volumes and serials are sufficient to initiate the program and the appropriate section of the proposal is signed by the library director

USF's Library Director signed the Ph.D. proposal. The USF library currently has 78,321 volumes related to government; 62,343 volumes related to politics; and 8,494 volumes related to political science. Of those volumes, 17,100 volumes related specifically to the focus of the doctoral proposal. USF has 70,350 volumes related to globalization. The USF library receives U.S. government publications through the Federal Depository Library Program, as well as public documents from the State of Florida and United Nations Documents. The USF library subscribes to over 140 journals that publish research related to globalization.

USF is also developing a Globalization Portal pilot project that would organize Web-based globalization research resources. USF has requested funding from the National Science Foundation and the Institutes of Museums and Library Science; however, the funding has not yet been approved.

As stated earlier, the external consultant raised concerns about the sufficiency of doctoral level research materials. The proposal does not state whether the program has addressed this concern.

Evidence that classroom, teaching laboratory, research laboratory, office, and any other type of space that is necessary for the proposed program is sufficient to initiate the program

The Department of Government and International Affairs (GIA) occupies one-half of the third floor of the Social Sciences Building. GIA has access to classroom space on all

three floors of the Social Sciences Building and to a computer lab in the building. The Patel Center is also located in the Social Sciences Building, and the program has access to their resources.

Evidence that necessary and sufficient equipment to initiate the program is available

The proposal states that the Department has all necessary equipment to begin the program and would not need additional resources to implement the proposed program.

Evidence that, if appropriate, fellowships, scholarships, and graduate assistantships are sufficient to initiate the program

According to the proposal, the Department currently has six graduate assistants. The graduate assistants receive \$8,229 plus a partial tuition waiver during their nine-month appointments. The total current graduate assist budget for the Department is \$51,500. The proposal states that the Department has no fellowships or scholarship funds for graduate students.

As stated earlier, the external consultants recommended that the program make research assistantships available to doctoral students. Table 2 reflects an increase in funding for assistantships to \$120,000 by Year 5. When Board staff asked about the increase, USF responded that the College of Arts and Sciences has committed to provide four additional graduate assistantships over the four years following program implementation.

Evidence that, if appropriate, clinical and internship sites have been arranged

The proposal does not specify any clinical or internship sites.

Evidence that if a new capital expenditure for instructional or research space is required, the item appears on the university's fixed capital outlay priority list and a narrative describing the associated costs is provided

The proposal does not request new capital expenditures for instructional or research space.