

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

**Program:** Ph.D. in Integrative  
Anthropological Sciences

**CIP Code:** 45.0299

**Institution:** UCF

**Proposed Implementation Date:** Fall 2018

**Staffed By:** T. Roach/J. Ignash

**Initial Review Date:** 03/27/2017 **Last Update:** 09/27/2017

**Projected program costs:**

	Total	% & \$ Current Reallocated	% & \$ New Recurring	% & \$ New Non- Recurring	% & \$ C&G	Auxiliary Funds	Cost per FTE	SUS 15- 16 Average Cost per FTE
Year 1	\$180,568	100% \$180,568	0% \$0	0% \$0	0% \$0	\$0	\$36,114	\$15,520* 45 CIP
Year 5	\$589,887	78.7% \$463,953	0% \$0	0% \$0	21.3% \$125,934	\$0	\$31,712	

*\*NOTE: The range of costs associated with the Average E&G Cost per FTE can vary considerably by university due to factors related to enrollment scale and diversity of programs in any particular CIP Code.*

**Projected FTE and Headcount are:**

	Student Headcount	Student FTE
First Year	7	5
Second Year	13	9
Third Year	20	11.25
Fourth Year	26	13.13
Fifth Year	27	14.06

*On March 29, 2007, the Florida Board of Governors approved Board Regulation 8.011, which sets forth criteria for implementation and authorization of new doctorates by the Board of Governors, as well as criteria for implementation and authorization of Bachelor's, Master's and Specialist degrees by Boards of Trustees. The following staff analysis is an assessment of how well the university meets Board Accountability and Readiness criteria for implementation of this degree program.*

**Proposal Page Numbers:**

INTRODUCTION		ACCOUNTABILITY		READINESS				
Program Description	BOG Goals	Overall	Budget	Mission and Strength	Program Quality	Curriculum	Faculty	Resources
2	8	12	46	56	68	74	91	102

**A. Program Description:**

The University of Central Florida (UCF) is proposing to offer a PhD in Integrative Anthropological Sciences, CIP code 45.0299. The program will be offered in face-to-face format at its main campus in Orlando (p. 12).

The proposed UCF PhD in Integrative Anthropological Sciences program is specifically designed to prepare graduates for employment in the private and government sectors. Graduates will gain employment outside of academia in fields that are not explicitly tied to anthropology or archaeology (p. 4). The program will recruit students nationally as well as from UCF's existing Master of Arts in Anthropology program (pp. 43-44).

The UCF program would be the third active anthropology research doctorate program in the SUS system and the first in CIP 45.0299. The two SUS universities that currently offer similar doctoral programs are the University of Florida (PhD in Anthropology, CIP 45.0201) and the University of South Florida – Tampa (PhD in Applied Anthropology, CIP 45.0201). The Florida State University's PhD in Anthropology program was suspended for new enrollments in Fall 2009 (CIP 45.0201). Finally, Florida International University offers a PhD in Sociology which has a concentration in Global and Sociocultural Studies using CIP code 45.1101 (pp. 37-39).

Three other universities in the United States are offering Integrative Anthropology doctoral programs. The University of California at Santa Barbara offers an Integrative Anthropological Sciences track within its PhD in Anthropology and the University of Notre Dame and the University of Wisconsin – Milwaukee offer PhD programs in Anthropology, which emphasize integrative anthropology.

The proposed doctoral program will require the completion of 51 credit hours at the graduate level and require a master's degree for admission. The 51 credit hours include 12 credits of required courses, 24 credits of elective courses, and 15 hours of dissertation (p. 3). The program requires graduates to pass a comprehensive examination, demonstrate proficiency in a foreign language or an additional research methodology, and successfully defend a written dissertation proposal based on the student's original research (pp. 79-82).

**B. System-Level Analysis and Evaluation in accordance with BOG Regulation 8.011:**

The proposal references the State University System's Board of Governors Strategic Plan, 2012-2025 (p. 8) and supports all three major areas of responsibilities: teaching, research, and community and business engagement and aligns with the Board of Governors 2025 *Strategic Plan* goals to address the following:

- *Strengthening the Quality and Reputation of Academic Programs, Increase Degree Productivity, and Increasing the Number of Degrees Awarded in STEM and other Areas of Strategic Emphasis.*

- *Strengthening Quality and Reputation of Scholarship, Research and Innovation, Increase Research and Commercial Activity, and Increasing Collaboration and External Support for Research Activity.*
- *Strengthening Quality and Recognition of Commitment to Community and Business Engagement, Increase Levels of Community and Business Engagement, Increasing Community and Business Workforce.*

The proposal notes that UCF faculty members are already active within the UCF community and beyond and graduates will be encouraged to continue these types of partnerships (p. 10).

## **Need and Demand Analysis**

### *Overall Need*

The UCF proposal states that graduates will be ready for employment in the private sector, government and government contracting (p. 12). Additionally, the program will produce graduates who have empirical research skills that will prepare them for employment in the science and technology industries (p. 12). Data related to 1) the need for a PhD trained workforce, 2) the need for doctoral graduates in Non-Academic Areas, and 3) the need for doctoral graduates in Academic Areas were also provided in the proposal. Along with data to support these claims, the proposal includes five (5) letters of support from external universities, four (4) letters from SUS institutions (FAU; FIU; UF; USF - T), five (5) letters from Florida-based private and public sector agencies, and thirteen (13) letters from industries external to Florida (Appendix E).

### **Need for a PhD Trained Workforce**

Research demonstrates that PhD graduates, on average, out-earn their Master's and Bachelor's counterparts (p. 14), and data from the Florida Education and Training Placement Information Program (FETPIP) supports this finding.

The proposal cites a report that found that doctoral graduates in the social sciences have low unemployment rates (p. 13). However, the data provided in the report does not break the social sciences into subfields. Data provided in Appendix C, including job advertisements from various sources, such as the American Anthropological Association, usajobs.com, H-net, etc., show that many positions also only require bachelor's or master's level training. Letters of support included in Appendix E demonstrate the varied career paths and employment options for individuals with advanced anthropological training, although the letters do not promise commitments from regional or national employers to hire graduates from this specific program per se (Appendix E). The proposal notes that students will develop their

methodological skills through “advanced coursework requiring multiple semesters of prerequisite classes” (p. 13, 79).

*Need for Graduates in Non-Academic Areas*

The proposal notes that graduates of PhD in Anthropology are more likely than graduates of PhD in Sociologists or Political Science to work in non-academic areas (p. 3). While Anthropology graduates are more likely to report definite employment outside of academia, as compared to sociology or political science (Survey of Earned Doctorates 2013; 2014; 2015), many graduates may also intend to seek employment in academia. Additionally, the proposal cites research that reports that 99% of Anthropology PhD’s were employed six to ten years post degree (p. 13), with more than a quarter (27%) of the graduates who answered the survey working in business, government, or the non-profit sector (Rudd et. al 2008). (More recent data is unavailable at this time.)

According to the *Bureau of Labor Statistics Occupational Handbook 2014-2024*, Anthropologists and Archaeologists will face slower than average occupational growth, i.e. 4% (BLS) and some occupations do not require educational attainment beyond the master’s level. However, the proposed program tops an excellent underlying bachelor’s and master’s degree programs in anthropology and will draw upon the expertise in related disciplines to provide a more integrated and applied focus. The program will also remain fairly small at the doctoral level. The proposal provides employment information and anecdotal support for the graduates of this program being suited for three occupational fields (pp. 15 – 28) that are specifically linked with the proposed programs’ CIP code (45.0299). In addition, the DEO projections for these two occupations indicate that Anthropology and Archeology Teachers, Postsecondary will add 44 positions between 2016 and 2024, a growth of 15.1%, and Social Sciences Teacher, Postsecondary will add 337 positions between 2016 and 2024, a growth of 19.5%.

Table 1: CIP to SOC Analysis for CIP Code 45.0299

Code	Occupation Title	DEO Growth Rate	BLS Growth Rate	BLS Education Code	BLS Experience	Linked with CIP 45.0299
119111	Medical and Health Services Managers	16.9%	17%	Bachelor's degree	Less than 5 years	no
119121	Natural Sciences Managers	11.6%	3%	Bachelor's degree	5 years or more	no
119199*	Managers, All Other	9.5%	***	Bachelor's degree	Less than 5 years	yes
131111	Management Analysts	17.8%	14%	Bachelor's degree	Less than 5 years	no

152031	Operations Research Analysts	25.6%	30%	Bachelor's degree	None	no
152041	Statisticians	41.9%	34%	Master's degree	None	no
191099	Life Scientists, All Other	14.4%	***	Bachelor's degree	None	no
192041	Environmental Scientists & Specialists, Including Health	11.0%	11%	Bachelor's degree	None	no
192099**	Physical Scientists, All Other	7.8%	***	Bachelor's degree	None	no
193091	Anthropologists and Archeologists	10.1%	4%	Master's degree	None	yes
193099	Social Scientists and Related Workers, All Other	5.2%	***	Bachelor's degree	None	no
211099	Community and Social Service Specialists, All Other	13.8%	***	Master's degree	None	no
251061	Anthropology and Archeology Teachers, Postsecondary	15.1%	***	Doctoral or professional degree	None	yes
251069	Social Sciences Teachers, Postsecondary, All Other	19.5%	***	Doctoral or professional degree	None	no

\*The highlighted rows represent occupations that are specifically linked to CIP 42.0299

\*\*Florida DEO does not provide a specific projection for 19-2099.01 Remote Sensing Scientist, so all of 19-2099 is included

\*\*\*BLS Growth Projection Data Not Available;

Bureau of Labor Statistics (BLS) projections refer to the 2014-2024 period;

Florida Department of Economic Opportunity (DEO) projections refer to the 2016-2024 period.

The proposal also suggests that graduates of this program will be well-suited for positions in several occupational fields – Remote Sensing Sciences, Environmental Sciences, Business Analysts, Statistics, Natural Sciences, and Medical Health Services (pp. 15-28), although some positions require bachelor or master degrees as the educational requirement. One caveat to the demand data in the proposal, however, concerns the alignment between the proposed program and the occupation of “Mental Health Program Manager,” considering that mental health program managers are required to be licensed or to have graduated from a program that is accredited by a counseling or social work accrediting agency. (pp. 20-23). Other occupation pathways for graduates include “Senior Statistician,” or “Environmental Program Manager.”

When searching [www.indeed.com](http://www.indeed.com) on September 20, 2017 for “anthropology” and “senior level,” (which refers to a wide range of credentialing from Bachelor’s and Master’s to PhD’s with 15 years of experience) 87 open jobs are returned. These jobs require a wide range of experience and qualifications from bachelor’s degree and three (3) years of experience ([Anthro Job](#)), to bachelor’s degree and eight (8) to ten (10) years

of experience ([Anthro Job](#)), to an advanced degree and five (5) to seven (7) years of experience ([Anthro Job](#)). When performing the same search using “archeology” and “senior level” 13 open positions are returned with similar variability in the job requirements and qualifications. When performing a search of indeed.com on September 27, 2017 and the “senior level” qualifier was removed and “anthropology” was the only search term used, however, a healthy 1,151 open jobs are returned.

The BLS projects slower than average growth for Anthropology and Archaeology positions and that there will be “strong competition for jobs because of the small number of positions relative to applicants” (Bureau of Labor Statistics Occupational Handbook 2014-2024). A small doctoral program with a unique applied focus may provide graduates with an edge as regards hiring, salary or promotion.

#### *Need in Academic Areas*

Graduates of PhD programs often find employment in academic settings, however, the proposal notes that, “it is not anticipated that most graduates of the proposed degree program will enter the academic workforce” (p. 32). The proposed program would occupy a unique niche among anthropology programs at the doctoral level, appealing to those students who are seeking an applied job in government or the private sector, although it is also possible that graduates could be hired at postsecondary institutions as faculty. The majority of recent doctoral graduates in typical anthropology programs, a reported 72.6%, cite a “definite [intent to seek] employment in academia” (Survey of Earned Doctorates, 2015, p. 1). A search of the Anthropology Careers and Employment website on, September 20, 2017, which is the job board of the American Anthropological Association ([AAA Job Board](#)), returned 84 academic jobs (i.e. tenure track, post-doctoral, lecturer, and fellow positions).

A search of the *Chronicle of Higher Education* job listings performed on September 21, 2017 returned 47 open positions at public and private 4-year institutions with “anthropology” and “archaeology” as the search terms and of these 47 open positions, 39 were tenure-track positions.

While it appears that there are academic positions available for PhD graduates with specializations in Anthropology and Archaeology, the number of available positions is not large. It is possible that graduates from this program will face competition from graduates of similar PhD programs, so the ability for graduates of the proposed program to also seek positions outside of academia could be a benefit, compared to their sociology and political scientist counterparts.

### **Demand from Students**

#### *Demand among UCF Students*

In terms of enrollment projections, the proposal indicates that seven (7) students are expected to enroll in the program in the first year with the number of students enrolled increasing to 27 students by the fifth year (p. 43). The program plans to offer admission to fourteen (14) students in the first year and UCF anticipates the

applicant pool will be around 20 (p. 44).

UCF surveyed 142 undergraduate majors in Anthropology to gauge their interest in a PhD in Integrative Anthropological Sciences. Seventy percent (n=99) of current undergraduate anthropology majors indicated that they planned to attend graduate school and 76% (n=75/99) of the current undergraduate anthropology majors who reported that they were planning on graduate school indicated a desire to pursue doctoral education (p. 34). The University also administered an online survey to its Master's students in Anthropology and 27 of 38 active MA in Anthropology students responded (71% response rate). Twenty current MA students (74%) indicated that they planned to apply to a doctoral degree program once they completed their studies at UCF and 16 of those 20 students indicated that they would be "very likely" or "somewhat likely" to apply for a PhD in Integrative Anthropological Sciences (p. 34).

Given that the proposed program plans to enroll Master's graduates from similar programs (p. 43), an analysis of degrees awarded (2013-2016) from similar programs in the SUS was completed (Board of Governors Interactive Database, 04/21/2017). It appears that the program will be able to meet its long-term enrollment projections.

### **Substantially Similar Programs**

Currently, two SUS institutions offer doctoral programs in Anthropology and one institution offers a major in in Global and Sociocultural Studies that is likely associated with its existing PhD in Sociology. The Florida International University - PhD in Sociology offers a major in Global and Sociocultural Studies (CIP 45.1101) and the University of Florida offers a PhD in Anthropology (CIP 45.0201), and the University of South Florida - Tampa offers a PhD in Applied Anthropology (CIP 45.0201). The proposal notes that the program will be different from the existing ones in the state university system because of its focus on science and methodological expertise (pp. 36-37). Compared to the existing Anthropology programs in the SUS, UCF's proposed program will provide students the opportunity to gain competency in, "geospatial analysis, modeling and visualization, materials and isotopic sciences, and quantitative and qualitative methods" (p. 37).

The University states that the proposed program is different from the existing three PhDs in Anthropology because the programs at UF, FIU, and USF - T do not offer "the specific thematic foci or the combination of professional, methodological, and topical competencies of the proposed program at UCF" (p. 39).

A comparison of curricula indicates that the coursework and training does not vary too widely from other anthropology programs in the state. Although interdisciplinary, it is important that the degree remain an obvious anthropology degree if it is to retain the 45 CIP code designation, which it would carry. In addition, the programs at the other SUS institutions also allow some content to be taken in other areas. The University of Florida curriculum offers students the ability to take courses in Geographic Information Systems, Osteology, Ethnographic Field Methods, Language and Culture, and Latin America. UCF's proposed curriculum would allow elective

courses in all of these areas, as well. The University of South Florida – Tampa’s curriculum also allows courses to be taken in other areas, such as bioarchaeology, osteology, Caribbean cultures, and quantitative and qualitative methods, which are also allowed as possible options in the proposed UCF curriculum.

One feature of the UCF PhD in Integrative Anthropological Sciences is that it will allow its students to tailor their studies through the development of interdisciplinary methodological skills. One way that the proposed program will allow students to develop these integrative skill sets is through the proficiency requirement as well as the individual plan of study (POS) that students develop with their faculty advisors (p. 78). Additionally, students in the proposed program are required to meet a proficiency requirement. The requirement may be met in two ways: demonstrating proficiency in a foreign language or by demonstrating proficiency in an additional methodology (p. 81).

The response to the proposed degree program from universities in the SUS was positive. The University of Florida, Florida Atlantic University, Florida International University and the University of South Florida – Tampa provided support for the implementation of the proposed program (Appendix E). The University of South Florida – Tampa’s letter spoke of the overlap between the proposed program and their existing PhD in Applied Anthropology program, but also expressed support for UCF implementing its program (Appendix E).

### **External Consultants Reports**

A review of the proposed program was conducted by two external consultants, Sander Ernst van der Leeuw, PhD, Founding Director and Foundation Professor of the School of Human Evolution and Social Change at Arizona State University and Lawrence Schell, PhD, Director, Center for the Elimination of Minority Health Disparities at the State University of New York, University at Albany (Appendix D). Both consultants’ reports expressed the need and support for UCF’s proposed program.

Overall, Dr. Schell, supports the implementation of this program and does not offer any negative comments regarding the proposed program implementation (Appendix D). Dr. van der Leeuw states, “Overall, I think this is a department that completely merits to be enabled to develop a full PhD program” and that the, “department has the strength to carry the program out” (Appendix D).

Both consultants mention the need for additional faculty if the program grows in the coming years and Dr. van der Leeuw mentions that the proposed program could be enhanced through the development of online courses or modules (Appendix D). Both consultants enthusiastically recommend the implementation of a PhD in Integrative Anthropological Sciences (Appendix D).

It should be noted that most doctoral proposals include only one external consultant report. The fact that the program was reviewed and received support from two consultants attests to its quality. The two consultants were also involved in reviewing UCF’s existing bachelors and master’s programs and during those reviews they both expressed support for the implementation of a PhD in Anthropology program at UCF



(Appendix D).

### **Summary**

The existing faculty strengths in Anthropology suggest that a PhD program in Anthropology would be a good fit for UCF and may provide unique methodological training and learning opportunities for students. The faculty has substantial training and expertise in a range of anthropological specialties, including but not limited to bioarcheology, geographic information science, osteology, and forensic archaeology (Appendix I). Additionally, the UCF faculty are talented researchers, as evidenced by their research production and ability to secure external funding (pp. 99-101). Faculty have published 15 books, published an average of 31 peer reviewed articles per year over the past 5 years, and obtained external funding for the Anthropology department over the past five years totaling \$1.08 million (p. 99-100). Additionally, the UCF faculty has a record of outstanding teaching with two (2) faculty members receiving national teaching awards, ten (10) faculty members receiving college level teaching awards and four (4) faculty members receiving university wide teaching awards (p. 98). In terms of service, the proposal cites that all graduate faculty members have served the Department of Anthropology in some capacity and the majority of faculty have served on university and college committees (pp. 101).

The Board staff review indicates that although demand for anthropology graduates trained at the doctoral level is not high and this is not a large field, the development of an applied integrated PhD program in anthropology that is oriented toward government and the private sector would provide the SUS with a unique program that is likely to attract talented graduate students. In addition, the program would build upon excellent undergraduate and master's degree programs in anthropology and provide the faculty with greater opportunities for research and scholarship.

Thus, the development of a PhD in Integrative Anthropological Sciences seems like a reasonable next step, based on the research and teaching strengths of the faculty, the applied focus of the program, and the reviews provided by the external consultants for the program. Both consultants expressed support for the program and suggested that UCF is uniquely positioned to offer the program.

### **C. Assessment of the University Review Process in accordance with BOG Regulation 8.011:**

*Due to the system of stair step accountability set in place by the Board of Governors in Regulation 8.011, it is now incumbent upon University Board of Trustees to verify that all doctoral programs coming before the Board of Governors have met the requirements of the regulation. The following is an assessment of the university review process to ensure that all criteria set forth have been considered by the university prior to submission to the Board of Governors office.*

**ACCOUNTABILITY**

*Check 'yes' or 'no' box, and make comments beneath criterion as appropriate.*

**1. Overall** - *The proposal is in the correct format, includes all necessary signatures, and contains complete and accurate tables for enrollment projections, faculty effort, and the proposed budget.*

**YES NO**

**The proposal has been approved by the university board of trustees and includes all required signatures.**

The University of Central Florida's Board of Trustees approved the program on March 16, 2017.

**The university has provided a proposal written in the standard SUS format which addresses new academic program approval criteria outlined in BOG Regulation 8.011.**

The Board of Governors new degree proposal format is used, as expressed in the Board's Regulation 8.011.

**The pre-proposal was reviewed by the Council of Academic Vice Presidents (CAVP) workgroup and any concerns identified by the group have been listed and addressed in the proposal.**

The pre-proposal was reviewed at the February 2014 CAVP meeting. The proposal states that no substantive issues were raised except with regard to the initial CIP code selection of 30.17 (p. 5). The CIP code has been changed to 45.0299 (Anthropology, Other).

**The university has provided data that supports the need for an additional program in the State University System as well as letters of support or concern from the provosts of other state universities with substantially similar programs.**

Currently, two SUS institutions offer doctoral programs in Anthropology and one institution offers a major in in Global and Sociocultural Studies that is likely associated with its existing PhD in Sociology. Florida International University - PhD in Sociology with a major in Global and Sociocultural Studies (CIP 45.1101), the University of Florida - PhD in Anthropology (CIP 45.0201), and the University of South Florida - Tampa - PhD in Applied Anthropology (CIP 45.0201). The proposal notes that the program will be different from the existing ones in the State University System because of its focus on science and methodological expertise (pp. 36-37). Compared to the existing Anthropology programs in the SUS, UCF's proposed program will provide students the opportunity to gain competency in, "geospatial analysis, modeling and visualization, materials and isotopic sciences and quantitative and qualitative methods"

(p. 37).

UCF states that its proposed program is different from the existing three PhD in Anthropology programs as the programs at UF, FIU, and USF – Tampa do not offer, “the specific thematic foci or the combination of professional, methodological, and topical competencies of the proposed program at UCF” (p. 39). A comparison of curricula indicates that the coursework and training does not vary too widely from other anthropology programs in the state. Although interdisciplinary, it is important that the degree remain an obvious anthropology degree if it is to retain the 45 CIP code designation, which it would carry. In addition, the programs at the other SUS institutions also allow some content to be taken in other areas. The University of Florida curriculum offers students the ability to take courses in Geographic Information Systems, Osteology, Ethnographic Field Methods, Language and Culture, and Latin America. UCF’s proposed curriculum would allow elective courses in all of these areas, as well. The University of South Florida – Tampa’s curriculum also allows courses to be taken in other areas, such as bioarchaeology, osteology, Caribbean cultures, and quantitative and qualitative methods, which are also allowed as possible options in the proposed UCF curriculum.

UCF’s PhD in Integrative Anthropological Sciences will allow its students to tailor their studies through the development of interdisciplinary methodological skills. One way that the proposed program will allow students to develop these integrative skill sets is through the proficiency requirement as well as the individual plan of study (POS) that students develop with their faculty advisor (p. 78). Students may meet the proficiency requirement in two ways: demonstrating proficiency in a foreign language or by demonstrating proficiency in an additional methodology. To meet the foreign language proficiency requirement students can provide evidence of four semesters of undergraduate enrollment with a B or higher, by taking the necessary undergraduate courses during their PhD studies, or by passing a university administered proficiency exam (p. 81). To meet the methodological proficiency requirement students will take courses, partake in internships, or experiential learning activities that are approved and directed by their advisors and in consultation with the Graduate Program Director (p. 81).

The response to the proposed degree program from universities in the SUS was positive. The University of Florida, Florida Atlantic University, Florida International University and the University of South Florida – Tampa provided support for the implementation of the proposed program (Appendix E). The University of South Florida – Tampa’s letter spoke of the overlap between the proposed program and its existing PhD in Applied Anthropology program, but the University of South Florida – Tampa did not oppose UCF implementing the new program (Appendix E).

**The university has provided complete and accurate projected enrollment, faculty effort, and budget tables that are in alignment with each other.**

The May submission (May 12, 2017), the faculty effort (FTE) in Appendix A, Table 4 totaled to 1.49 Faculty FTE in Year 1 and 1.49 Faculty FTE in Year 5. The current

submission (September 18, 2017) indicates that faculty FTE is 0.22 and 0.46 for years 1 and 5, respectively.

**The university has included a statement in the proposal signed by the equity officer as to how this proposal will meet the goals of the university's equity accountability plan.**

The program plan for achieving diversity has been reviewed and signed by the UCF Equity Officer on August 11, 2016.

**The program does not substantially duplicate programs at FAMU or FIU or, if it does, evidence was provided that consultations have occurred with the affected university on the impact of the new program on existing programs.**

The proposed program does not duplicate any program offered at FAMU or FIU.

*2. Budget - The proposal presents a complete and realistic budget for the program consistent with university and BOG policy, and shows that any redirection of funding will not have an unjustified negative impact on other needed programs.*

YES NO

**The University Board of Trustees has approved the most recent budget for this proposal.**

The University of Central Florida's Board of Trustees approved the budget on March 16, 2017.

**The university has reviewed the budget for the program to ensure that it is complete and reasonable, and the budget appears in alignment with expenditures by similar programs at other SUS institutions.**

The average SUS expenditure per student credit hour for doctoral level CIP 45 for academic year 2015-2016 is \$646.67 for a total of \$15,520.08 per student FTE.

The University of Central Florida is proposing that in the first year of operation the cost per student FTE will be \$36,114 and by the fifth year of operation the total cost per student FTE will be \$31,712.

**The proposal indicates that the program will follow the cost-recovery or market-rate funding models. If so, details and timelines for getting approvals for these funding models are included in the proposal.**

The proposal indicates that the program will follow the traditional E&G funding model (p. 46).

**In the event that resources within the institution are redirected to support the new program, the university has identified this redirection and determined that it will not have a negative impact on undergraduate education, or the university has provided a reasonable explanation for any impact of this redirection.**

The proposal notes that the proposed PhD program will need to share resources with the existing M.A. in Anthropology program (p. 51). The proposed program will necessitate an allocation of funds from the M.A. program to the PhD program for budget and graduate stipends (p. 51). The existing M.A. curriculum will also be amended to match the proposed PhD course offerings (p. 51). The proposal notes that the department is committed to the M.A. program, which is expected to take on a more professional focus, drawing a student body that is self-funded or employer supported (p. 51).

**READINESS**

*Check 'yes' or 'no' box, and make comments beneath criterion as appropriate.*

**3. Program Quality** – *The proposal provides evidence that the university planning activities have been sufficient and responses to any recommendations to program reviews or accreditation activities in the discipline pertinent to the proposed program have been addressed.*

**The university has followed a collaborative planning process for the proposed program in accordance with policies and procedures adopted by the University Board of Trustees.**

**An external consultant has reviewed the proposal and supports the department's capability of successfully implementing this new program.**

A review of the proposed program was conducted by two external consultants, Sander Ernst van der Leeuw, PhD, Founding Director and Foundation Professor of the School of Human Evolution and Social Change at Arizona State University and Lawrence Schell, PhD, Director, Center for the Elimination of Minority Health Disparities at the State University of New York, University at Albany. Both consultants expressed the need for such a program. Dr. van der Leeuw states, "I think this is a department that completely merits to be enabled to develop a full PhD program" (Appendix D). Both consultants mentioned the need for additional faculty if the program grows in the coming years. Dr. van der Leeuw mentioned that the proposed program could be enhanced through the development of online courses or modules (Appendix D). Both consultants enthusiastically recommended the implementation of a PhD in Integrative Anthropological Sciences (Appendix D).

**The university has found the level of progress that the department has made in implementing the recommendations from program reviews or accreditation activities in the discipline pertinent to the proposed program to be satisfactory.**

The last review of the UCF Anthropology Master's and Bachelor's programs was completed in 2010-2011 (p. 68). This review was verified by Board staff on 04/28/2017. Recommendations for the Anthropology Bachelor's program included refining the department's strategic plan, reviewing curriculum, adjusting faculty work load, working with university-wide colleges and external campuses to maximize funding and

collaboration, and identifying and exploring additional instructional and office space. In response to the recommendations for the bachelor’s program, the Anthropology department hired six new faculty members, placed all tenured/tenure track faculty on a 2/2 load, implemented curriculum changes, and have begun to secure new instructional and office space (pp. 68-69).

The recommendations of the review of the Anthropology Master’s program included refining the department’s strategic plan, preparing to implement a PhD program, support faculty workload, increasing external funding, identifying additional instructional and office space, and partnering with university and external stakeholders (pp. 69-72). In response to the recommendations for the master’s program, the Anthropology department is refining the strategic plan, hired six new faculty members (three of whom are specific to the PhD program), have begun the implementation of a PhD in Integrative Anthropological Sciences, and have encouraged faculty to apply for external funding. As a result, external funding has increased for the six new faculty members (p. 70). Additionally, several faculty members have begun to establish research collaborations with faculty from other departments (p. 71).

**The university has analyzed the feasibility of providing all or a portion of the proposed program through distance learning.**

The proposal notes that the program will be delivered face-to-face. The proposal notes the possibility of offering some courses in a mixed-mode format (p. 90).

**If necessary, the university has made allowances for licensure and legislative approval to be obtained in a timely manner.**

N/A

*4. Curriculum - The proposal provides evidence that the university has evaluated the proposed curriculum and found that it describes an appropriate and sequenced course of study, and that the university has evaluated the appropriateness of specialized accreditation for the program.*

**YES NO**

**The university has reviewed the curriculum and found that the course of study presented is appropriate to meet specific learning outcomes and industry driven competencies discussed in the proposal.**

The curriculum requires the completion of at least 51 credit hours beyond the master’s degree. The curriculum includes 12 credits of required courses, 24 credits of elective courses, and 15 hours of dissertation (pp. 3, 77). The individual student’s “plan of study” is to be developed with faculty input. Additionally, the proposal notes that graduates are expected to enter the program with “prerequisite” methodological training (pp. 3, 79). The proposal notes that students are required to meet a proficiency requirement which refers to foreign language or an additional methodological area.

**The university anticipates seeking accreditation for the proposed doctoral program, or provides a reasonable explanation as to why accreditation is not being sought.**

As stated in the proposal and as verified by Board staff, there are no accrediting agencies for the Anthropology discipline (p 90).

*5. Faculty – The proposal provides evidence that the university is prepared to ensure a critical mass of faculty will be available to initiate the program based on estimated enrollments, and that faculty in the aggregate have the necessary experience and research activity to sustain a doctoral program.*

**YES NO**

**The university has reviewed the evidence provided and found that there is a critical mass of faculty available to initiate the program based on estimated enrollments.**

The proposal notes that there are 19 full-time faculty members in the Department of Anthropology who have graduate status and are expected to participate in the program by Year 5 (p. 91). All graduate faculty members are expected to participate in the PhD program through a combination of teaching, mentoring, supervising research and/or dissertation service (p. 91). During year 1, seven faculty members will cover the required courses at 11% effort each and by year 5 all 13 new courses will be covered by 13 of the graduate faculty members (pp. 91-92). Additionally, all approved graduate faculty, whether in teaching positions or not, will be expected to serve as dissertation chairs and committee members (p. 91).

**The university has reviewed the evidence provided and found that the faculty in aggregate has the necessary experience and research activity to sustain the program.**

All of the current faculty hold terminal degrees in their fields. Six (6) faculty hold tenure, eight (8) faculty hold tenure earning positions, and five (5) faculty hold non – tenure positions (Appendix A, Table 4). Faculty have been productive in research and with obtaining external funding. Faculty have published 15 books, published an average of 31 peer reviewed articles annually over the past 5 years, and external funding for the Anthropology department for the past five years totals \$1.08 million (pp. 99-100). Nine graduate faculty members have received external funding since being on the anthropology faculty at UCF (p. 100).

**The university has reviewed the evidence provided and found the academic unit(s) associated with this new degree to be productive in teaching, research, and service.**

The proposal provides evidence of faculty productivity. In terms of teaching, the proposal notes that productivity is in line with that of faculty across UCF's College of Sciences (p. 97). The proposal also notes that the department has a record of

outstanding teaching with two (2) faculty members receiving national teaching awards, ten (10) faculty members receiving college level teaching awards and four faculty members receiving university wide teaching awards (p. 98). In terms of service, all graduate faculty members have served the Department of Anthropology in some capacity and the majority of faculty have served on university and college committees. The proposal also notes that, "over fifty percent of faculty have served on professional association committees, with nine faculty members serving in an elected capacity" (p. 101).

**If appropriate, the university has committed to hiring additional faculty in later years, based on estimated enrollments.**

The proposal does not mention the need for hiring additional faculty members following the implementation of the program. The proposal notes that in 2015 six new faculty were hired and of the six new hires, three were hired to support the PhD program directly (p. 68). However, both the consultants suggest that additional faculty should be hired if the program expands in later years (Appendix D).

*6. Resources – The proposal provides evidence that the university has ensured the available 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, and that if applicable, funding has been secured to make more resources available as students proceed through the program..*

**YES NO**

**The university has provided a signed statement from the Library Director verifying that the library volumes and serials available are sufficient to initiate the program.**

The UCF Library report, "projects that this program will need additional investments in monographs and recurring journal subscriptions to provide the students of this PhD program the best access to library resources" (p. 103).

The proposal notes that the total expenses for the monographs (\$34, 400) will be paid in year 1 through money received through the College of Sciences. The recurring cost of the journal subscriptions (\$517.56 cumulative over 5 years) will be paid each year through the recurring base allocation from the department (p. 103).

**The university has ensured that the physical space necessary for the proposed program, including classrooms, laboratories and office space, is sufficient to initiate the program.**

According to the proposal, instructional space is sufficient.

**The university has ensured that necessary equipment is available to initiate the program.**



According to the proposal, all the necessary equipment is available and “it is expected that faculty will obtain grant funding for the acquisition of additional equipment related to research” (p. 109). The proposal also notes that several faculty have interdisciplinary research projects with faculty in Chemistry, Biology, and Forensic Sciences, that will allow anthropology students access to the equipment and laboratory space in these departments (p. 104).

**The university has ensured that fellowships, scholarships, and graduate assistantships are sufficient to initiate the program.**

The proposal notes that graduate assistantship appointments will be provided to doctoral students (p. 109). The proposed program is prepared to offer all full-time doctoral students a stipend of 18,000 per 9-month academic year (p. 109). These funds are reported in Appendix A, Table 2.

Graduate students will be encouraged to teach lower level classes (p. 50).

**If applicable, the university has ensured that the department has arranged a suitable number of clinical and internship sites.**

Internships or practicum experiences are not required for this program (p. 111).