

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

Program: Ph.D. in Security Studies

CIP Code: 45.0902

(university proposed 45.1001 is Political Science)

Institution: University of Central Florida

Proposed Implementation Date: Fall 2013

Staffed By: Marion Merzer

Initial Review Date: 5/11/11 **Last Update:**

Estimated Costs:

	Total	% & \$ Current Reallocated	% & \$ New Recurring	% & \$ New Non- Recurring	% & \$ C&G	Cost per FTE	SUS 09-10 Average Cost per FTE
Year 1	\$329,265	45.29% \$149,111	54.71% \$180,154	0% \$0	0% \$0	\$110,910	\$27,193 45 CIP
Year 5	\$552,083	25.22% \$139,254	74.78% \$412,829	0% \$0	0% \$0	\$46,662	

Projected FTE and Headcount are:

	Student Headcount	Student FTE
First Year	5	2.97
Second Year	10	6.88
Third Year	15	9.69
Fourth Year	17	10.44
Fifth Year	20	11.83

On March 29, 2007, the Florida Board of Governors approved Regulation 8.011, which sets forth criteria for authorization and implementation of new doctoral programs by the Board of Governors, as well as criteria for authorization and implementation 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 of Governors Accountability and Readiness criteria for implementation of this degree program.

Proposal Page Numbers:

INTRODUCTION		ACCOUNTABILITY		READINESS				
Program Description	System Analysis	Overall	Budget	Mission and Strength	Program Quality	Curriculum	Faculty	Resources
2	5	9	22	33	39	42	59	73

A. Program Description:

The University of Central Florida (UCF) is proposing to offer a Ph.D. degree program in Security Studies. This program will serve the state's need for analysts and security specialists for international corporations, military, and ports. According to the proposal, the goal of the program is to "produce specialists capable of analyzing and communicating security issues to policy makers, the general public and the government." Future employment of program graduates will be available in the military, government, international corporations, and security agencies.

The proposal lists the program's advisory board as comprised of representatives from Siemens Energy, Inc., Georgetown University, the National Defense University, George Washington University, and the U.S. Naval War College.

Students admitted to the program will be predominantly from master's degree programs in Political Science, International Studies, or other related fields. The proposed program will require 62 hours of course work beyond the master's, including dissertation, a modern language proficiency requirement, and two 1-credit courses in professional development. Coursework will emphasize issues and theories of security studies and advanced research methods. It is expected that students earning the Ph.D. will be highly qualified to work in an academic career or for government or private or non-profit organizations.

B. System-Level Analysis and Evaluation in Accordance with Board of Governors Regulation 8.011:

The UCF proposal makes the argument that, since the terrorist attacks of September 11, 2001, national security is now one of the primary concerns of U.S. policy. Developing experts in the field of national security in an international context is a priority. Despite this priority, the proposal lists only three other programs in this field offered nationally (Tufts, Georgetown, and George Washington University), and no graduate program in this field exists at any institution of higher education in Florida. The Federal Government has acknowledged a need for more formal educational programs to prepare future employees in this area of national security. The consultants' report, included in the proposal, concluded that there is a need for this type of program, as jobs in this field have increased dramatically since 9/11. It is up to higher education institutions to take up this role. Few of the currently available Ph.D. programs in Political Science focus on Security Studies, "especially one as in this proposal that emphasizes this specific focus and career track by design." (See Appendix I.1.) Authors of the proposal contend that the UCF Ph.D. program is situated perfectly to take up the challenge.

In 2002, the Center for Homeland Defense and Security (CHDS) was created by several federal agencies, including the Naval Post-Graduate School. Believing that gaps existed in traditional training programs, they envisioned the need for an “evidence-based homeland security leadership development educational curriculum” to develop state, local, and federal leadership for defeating terrorism. CHDS purports that graduate programs focus on analysis, synthesis, and evaluation, teaching graduate students to think critically. These skills are needed so leaders in homeland security can “successfully prepare for the unknown.” The proposed UCF Ph. D. program in Security Studies aims to produce highly qualified graduates in the field of Security Studies with the knowledge and training to make them competitive for employment in this field.

The proposed doctoral program would fall into one of the State University System Board of Governors Strategic Plan’s Areas of Programmatic Strategic Emphasis. In 2008, The Board of Governors of the State University System of Florida established goals related to meeting statewide professional and workforce needs. Homeland Security and Defense was listed, among others, as an area of interest by key Florida economic and workforce councils. The Board recognized the importance of developing more programs with an international focus, in which graduates and research emphasize globalization. Professionals working in these areas are typically graduates of master’s and doctoral programs. The UCF Ph.D. in Security Studies meets this goal.

The proposed program is also consistent with the institutional mission of providing excellent graduate programs and partnerships with the community. The proposal explains that the program meets the following institutional goals of UCF:

- Goal #1: Offer the best undergraduate education available in Florida.
- Goal #2: Achieve international prominence in key programs of graduate study and research.
- Goal #3: Provide international focus to our curricula and research programs.
- Goal #4: Become more inclusive and diverse.
- Goal #5: Be America’s leading partnership university.

According to the proposal and its supporting documentation, employment trends at the state, national, and international level show that there is a need for students with doctoral-level training in international security for work in governmental, non-governmental, military, corporate, and academic occupational environments. Florida alone is home to seven Navy and Marine bases, six Air Force bases, 11 Coast Guard bases, and two strategic military commands. UCF proposes that, with Florida’s military installations, diverse populations, proximity to Central America, and large coastline, there will be employment opportunities for students with the Ph.D. in Security Studies. A staff review of www.usajobs.gov in April, 2011, shows that there are presently 149 job openings on military bases in Florida described as “security specialist.”

The U.S. Bureau of Labor Statistics, 2010-2011 Edition of the Occupational Outlook Handbook (OOH), projects a faster-than-average growth (increases of 14 to 19 percent) for employment of political scientists. The Handbook states that, "job opportunities should be best for jobseekers with a master's or Ph.D. degree in a social science and with strong quantitative skills." The students graduating from the UCF program will be prepared to meet these qualifications. According to the OOH, the median annual wages for a political scientist in 2008 were \$104,130.

The Occupational Outlook Handbook also projects that government employment between 2008 and 2018 will increase by 7 percent, and that candidates with a master's or Ph.D. degree will have the best employment prospects. According to the OOH, in 2008 there were 4,100 jobs held by political scientists, and 63 percent worked for the Federal Government.

According to employment website, www.wherethejobsare.org, the Department of Homeland Security is projected to hire over 65,000 positions over the next 3 years. A recent staff review of the website www.USAJOBS.gov shows more than 900 available positions in the Department of Homeland Security nationwide.

Letters of support from Siemens, the CIA, and the Naval War College all express the opinion that a high demand exists for such a program and suggest the numerous employment opportunities that are available for the graduates with a Ph. D. (See Appendix I.2-I.6.) As reported, many security organizations and agencies, both government and private, are locating themselves outside of Washington, D.C., and can be found in many different parts of the country, including Florida.

Addressing the issue of student demand, the proposal provides evidence of a high degree of local demand for the program. First, a survey of students enrolled in topical undergraduate courses showed 85% of the students interested in applying for the proposed program (page 14). Additionally, a focus group conducted with graduate students in a Master's in Political Science program showed high interest (page 14). However, the argument that existing programs in Political Science are admitting more students than they actually enroll does not in and of itself support broader demand for the proposed degree program. There is no clear evidence provided that the students who chose not to enroll in existing programs would have enrolled in a more specialized program such as Security Studies.

Addressing concern over potential program duplication, the UCF proposal states that there are no other Ph. D. programs specifically focusing on Security Studies, in the State of Florida. There are Ph.D. programs in political science or international studies at FIU, FSU, UF, USF, University of Miami, and Nova Southeastern. (See Table II.2.) Letters of support from FIU, FSU, UF, and USF confirming communication with UCF and the lack of overlap with their programs are included in the proposal. (See Appendix I.14.)

The proposal provides evidence that start-up costs will be covered by the College of Sciences and the Department of Political Science and paid from new undergraduate growth money. (See letter of commitment from Dean Panousis in appendix II.3.) Documentation of an agreement with the College of Graduate Studies (see Appendix II.4) shows the programs intention to hire one senior and two junior faculty members with expertise in security studies for the program, and to fund Graduate Teaching Assistants (GTA) positions. (See section X, Table X.3) The Dean's letter also states that new faculty will be expected to help generate external funding for this 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 boards 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 each 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 Board of Trustees approved the program on March 17, 2011.

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

The Board of Governors new degree program proposal format was used, as expressed in Board of Governors Regulation 8.001.

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

The proposal provides information on each of these areas. Detailed tables are provided on projected enrollment (Table 1-B); on faculty effort (Table 4); and on budget (Tables 2 & 3).

- 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 was reviewed and signed by the UCF Equal Opportunity Officer on March 9, 2011.

2. Budget - The proposal presents a complete and realistic budget for the program consistent with university and Board of Governors 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 proposal budget was approved by the UCF Board of Trustees on March 17, 2011.

- 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.**

Details of the budget in the UCF proposal reveal that the current budget will fully support the proposed program through Year 5. (See Appendix II.2.) According to the proposed budget, undergraduate growth funds within the College of Sciences (COS) and the Department of Political Science will cover most of the cost of the program. (See Dean's letter in Appendix II.3.) Commitments with the College of Graduate Studies and the College of Sciences will provide funding to hire three new faculty and to support graduate teaching assistant (GTA) positions. (See Appendices II.3 & II.4.) Staff review of the tables referenced in the UCF proposal confirm the proposal's explanation that the College's support will not exceed the annual tuition/stipend commitments (see section X, Table X.3 "total Student Support, COS Student Support, Department Student Support") and will not exceed the total recurring and non-recurring new program costs (\$585,975) by the end of Year 5.

The cost per FTE for the Ph.D. in Security Studies is calculated higher than the average cost per FTE in similar SUS programs. However, the System average is calculated at the two-digit CIP Code level (45) across all universities and programs, so it cannot be considered anything more than an average estimate for what a new program should

cost. The Ph.D. in Security Studies is a new, unique and specialized program requiring additional costs.

Additionally, the proposal explains that two tuition waivers will be provided by the Graduate College, and the department will transfer three masters' program tuition waivers to the doctoral program for a total of five tuition waivers. A review of Table X.4 shows that these waivers will offset tuition by \$29,560 to \$41,055 each year, depending on enrollment.

- 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.**

According to the budget description and supporting tables and documentation, the proposed Ph.D. program may impact the department's B.A. and M.A. programs in the area of faculty shifting from the bachelor's program to the doctoral program. UCF states that this impact will not be negative because of the intent to hire three new faculty members and the ability of the GTAs to serve as teaching assistants in their first year and as instructors of record in their second year. The proposal projects that the use of the GTAs in this manner will offset the need to hire adjuncts, saving money.

The proposal also describes benefits that students in the bachelor's and master's programs will receive from the advent of the new Ph.D. program. Students will benefit from access to new esteemed faculty, cutting-edge research opportunities, and the exposure to Ph.D.-level activities and courses, familiarizing master's-level students for future study.

READINESS

Check 'yes' or 'no' box, and make comments beneath each 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.*

YES NO

- 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.**

As described in the proposal, the planning process began with discussions in the Department of Political Science, with other UCF departments and administrators, and with other SUS institutions, conducted over the past 15 years. The growth of the master's degree program increased a focus on international studies and a program review conducted in 2003-2004 by an external consultant emphasized the need for the department to develop a Ph.D. program. A white paper describing a proposed program was accepted by the Dean of the College of Sciences and the Provost in spring 2010, and the program was added to the three-year Program Plan of the University. In spring 2010, a four-member departmental Ph.D. committee wrote the proposal for a Ph.D. in Security Studies. (See Table VI.1, Planning Process.) Upon approval of the proposal, the first students will be admitted in fall 2013 with an expected graduation date of spring 2016 (Table VI.2., Implementation Activities).

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

Dr. Richard K. Hermann, Director, The Mershon Center for International Security Studies at The Ohio State University, and Dr. Thomas M. Nichols, Professor, National Security Affairs, United States Naval War College, visited the UCF campus on August 25-26, 2010, at the request of the Department of Political Science to review the proposed Ph.D. in Security Studies. Their findings and comments were very favorable for the establishment of the new program. The reviewers commented that the new program would "advance the institution's goals for achieving greater international prominence in graduate study and research." They concluded by stating that, "there is a need for a program that focuses on Security Studies especially one as in this proposal that emphasizes this specific focus and career track by design." (See complete report in Appendix I.1.)

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.

According to the proposal, the Department of Political Science conducted a comprehensive review of its programs in 2003-2004. An external consultant provided a positive evaluation of the programs. (See Appendix I.9 for report.) The UCF proposal details the consultant's recommendations and the Department's plans to implement suggestions and changes in areas such as preparation for a Ph.D. program, growth of the M.A. program, faculty, and enrollment growth. (See pages 39-41.) The Dean of the College of Arts and Sciences also reviewed the program and provided a list of recommendations for the growth of the M.A. program and the development of the Ph.D. program (pages 40-41).

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

As presented in the UCF proposal, the basic delivery system for doctoral programs is the small class size seminar. Currently, UCF personnel anticipate that all required courses will be offered as in-person seminars. Current faculty members have been trained in the use of online learning, and the ability to offer future courses online will be explored. According to the proposal, there is no expectation of collaboration with other institutions. All courses will be offered in face-to-face, on-campus seminars, and therefore a collaborative model would require travel to other locations. UCF reports that, in communication with other institutions, no one has expressed interest in collaboration or shared courses at this time. (See letters in Appendix I.14.)

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

The proposed program does not lead to licensure and legislative approval is no longer required for such programs.

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.**

As presented in the proposal, the curriculum has been designed to prepare students for non-academic careers in security and international affairs careers, as well as careers in academia. According to the proposal, students will be prepared to analyze and understand a variety of problems related to the pressing problem of security in an increasingly interconnected world. A major emphasis will be on research.

According to the proposal, there are several professional organizations affiliated with the fields of political science or international studies. However, currently none of the organizations have accreditation standards or methods of review. The UCF proposal includes a detailed annual assessment plan for the program. (See pages 41-42.)

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

There is no accrediting agency for programs in security studies at the doctoral level.

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.

There are 11 current faculty members (see Table 4) who will take on primary responsibility for program delivery. There is a commitment to hire three new faculty members. (See Table 4.) Financial support for hiring Graduate Teaching Assistants is also documented in the proposal (Table X.3).

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 members hold terminal degrees in their fields. Five are full Professors, four are Associate Professors, one is an Assistant Professor, and one is Professor Emeritus and Lecturer. Nine are tenured and four are tenure-earning. (See Table 4.) According to the proposal, this will provide ample faculty resources for mentoring, research, and teaching.

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 that the 11 faculty members have been productive in teaching, research, and service, including publications and thesis and dissertation supervision. (See Tables 4, IX.1, & IX.2). According to the UCF proposal, growth in the total number of graduate students enrolled in the Department of Political Science from fall 2005 to fall 2009 increased more than 50%, from 42 to 65 (Table IX.2). Graduates increased as well, from 9 in AY 2005-06 to 15 in AY 2008-09. (See page 70.)

According to the proposal, since 2007, the academic unit has acquired external funding amounting to approximately \$1.9 million. Additionally, the proposal details plans for seeking grants and partnerships with federal agencies, private, and non-profit organizations, as well as international programs. (See pages 71-73.)

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

According to the proposal, the College of Sciences and Department of Political Science has committed to hiring three new faculty members in advance of the establishment of the program. (See Dean's letter, Appendix II.3.)

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 proposal provides documentation from the library review (see Section X.B) showing that, although the library currently has adequate book collections to support this program, some additional resources will be needed. The authors calculate these additional resources to cost \$116,823 for Years 1-5. Costs will include non-recurring items (books) and recurring items (subscriptions to databases, etc.). It is proposed that library expenses will be covered by the College of Sciences and the Department's new enrollment growth funding. (See Table 2.) A memorandum from the Director of University Libraries is included in the proposal. (See Appendix II.10.)

- 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, regular classroom space for seminars is available. There will be a need for some office space for graduate students, which can be accommodated through reconfiguring of current space and some newly vacant faculty space. The proposal concludes that space will be sufficient to address identified needs through Year 5. (See page 79.)

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

The proposal states that all Political Science faculty members are provided with computer equipment and software for research and teaching needs. No additional specialized equipment is needed. (See page 79.)

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

As specified in the proposal, all full-time Ph.D. students will be funded with a stipend of \$17,000 per year based on three semesters (fall, spring, and summer). The proposal shows evidence that students' tuition will be covered by waivers from the Graduate College and by tuition payments by the College of Sciences and the Department of Political Science. (See Tables X.2 and X.3.)

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

According to the proposal, internships and practicum experiences are not central to the program. Because students will be able to take up to six hours of elective credit as internship credit, the possibility exists for a placement at an approved internship site. (See list on page 84.)