

BOARD OF HIGHER EDUCATION

REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Academic Affairs

NO: AAC-16-33

COMMITTEE DATE: June 7, 2016

BOARD DATE: June 14, 2016

APPLICATION OF THE UNIVERSITY OF MASSACHUSETTS BOSTON TO AWARD THE BACHELOR OF ARTS IN INTERNATIONAL RELATIONS

MOVED: The Board of Higher Education hereby approves the application of **University of Massachusetts Boston** to award the **Bachelor of Arts in International Relations**

Upon graduating the first class for this program, the University shall submit to the Board a status report addressing its success in reaching program goals as stated in the application and in the areas of enrollment, curriculum, faculty resources, and program effectiveness.

Authority: Massachusetts General Laws Chapter 15A, Section 9(b)

Contact: Winifred M. Hagan, Ed.D., Associate Commissioner for Academic Affairs and Student Success

BOARD OF HIGHER EDUCATION

June 2016

University of Massachusetts Boston Bachelor of Arts in International Relations

INTENT AND MISSION

The mission of the University of Massachusetts Boston (UMB) underscores connections between Boston, the Commonwealth, and the global community, and this has become a central theme of UMB's strategic direction. The 2010-2025 strategic plan envisions, "*We will conduct research that has both local and global reach, that creates new knowledge in all major areas of human concern, and that helps our students acquire the refined and complex knowledge, values, and skills of inquiry that the highest levels of research foster and the globalized world requires.*"¹ The Department of Political Science and the College of Liberal Arts (CLA) are committed to enhancing the synergy of resources across multiple university programs and colleges. Initiatives to achieve this synergy include establishing a 4+1 BA/MA in International Relations.

The proposed Bachelor of Arts degree in International Relations (BA/IR) is designed to foster an awareness of explanatory, descriptive, and prescriptive theories of international relations. The BA/IR is intended to provide students with a firm grounding in core concepts including state sovereignty, national interest, collective action, and public goods as well as evolving, less traditional concepts such as human security, eco-politics, and global governance. It is anticipated that the proposed BA/IR program will provide students with training that addresses workforce needs in several different ways. It is planned that the program approach will be skills-based, global in the interdisciplinary structure of the major, and applied in that many courses for the proposed major stress historical precedent, policy-relevant knowledge, and empirical research relevant to contemporary international relations. The proposed program is further intended to provide a gateway for underrepresented and underserved groups to participate in government service and internationally oriented careers. Boston is home to many immigrant groups who bring a substantial variety of linguistic and cultural experience to the region and to the UMB campus specifically with 44% of the undergraduate population being students of color.

The proposed program has obtained all necessary governance approvals on campus and was approved by the University of Massachusetts, Board of Trustees on April 13, 2016. The required letter of intent was circulated on November 3, 2015. No comments were received.

NEED AND DEMAND

National and State Labor Market Outlook

UMB expects that BA/IR degree holders will be competitive in contending for jobs with organizations such as international NGO's and non-profit organizations, which have increased rapidly in the last two decades. International NGO's now number between 37,000 and 40,000.² The NGO sector is, by some measures, the eighth largest economic sector in

¹ "Strategic Plan, 2010-2025," http://www.umb.edu/strategicplan/2010_2025/vision_statement/272/.

² http://www.icnl.org/knowledge/ijnl/vol8iss2/art_4.htm.

the world.³ Inter-governmental organizations such as UN agencies are also expected to provide opportunities for BA/IR graduates. UMB reports that many UN job postings include international relations specifically in the list of degree backgrounds sought.⁴ The US federal government also offers opportunities for IR majors including traditional State Department jobs. For example, the US Foreign Service employs approximately 3,000 diplomats. UMB further reports that currently 88,700 federal employees are posted overseas. Many US agencies actively recruit graduates with international experience, interests, or formal coursework.⁵ For example, the State Department's New England Diplomat-in-Residence actively recruits on the UMB campus. It is also expected that IR graduates will be competitive candidates for think tanks and multinational corporations. International banks frequently seek international relations majors to recruit into entry-level career paths. A recent UMB search of “*international relations*” in Monster.com reportedly yielded dozens of recent postings that sought “*BA in a relevant field (for example Business or International Relations).*”

Student Demand

UMB holds that student demand for an IR major is evidenced by consistently fully enrolled courses in the Department of Political Science, particularly the introductory International Relations course that is frequently over-subscribed, requiring a section of up to 200 students. UMB's Model UN program is reportedly very active, participating in local and regional conferences. As well, between 2010 and 2013, 102 students graduated with a minor in international relations or a certificate in international relations. As of September 2013, 38 students were enrolled in the minor in International Relations.⁶ Demand continues to grow, and UMB finds that prospective students at recruiting events frequently ask about the availability of an IR major and related fields.

OVERVIEW OF PROPOSED PROGRAM

International Relations courses are viewed by UMB as proliferating at many universities, making this field one of the most rapidly growing social science disciplines in the country. This is one of several reasons that UMB's current strategic plan, *Fulfilling the Promise*, argues that “we need to move ahead with undergraduate degree programs in the pipeline: communications, engineering, international relations, computer forensics, and non-profit/NGO management.”⁷ It is planned that the proposed program will be supervised by the Department of Political Science, and it build on the IR minor currently offered. Faculty and staff resources are already in place to begin offering the proposed degree. The proposed BA/IR is an interdisciplinary program, providing students with the opportunity to take courses from related fields such as economics, history, anthropology, sociology, women's and gender studies, Asian Studies, Africana Studies, and Latin American Studies.

Duplication

³ Peter Hall-Jones, “The Rise and Rise of NGOs,” Public Services International, <http://www.world-psi.org/Template.cfm?Section=Home&CONTENTID=11738&TEMPLATE=/ContentManagement/ContentDisplay.cfm> .

⁴ For examples, see <https://jobs.un.org/Galaxy/Release3/Vacancy/Vacancy.aspx> .

⁵ <http://federaljobs.net/overseas.htm> .

⁶ Data report provided by Connie Wilson, UMass Boston Registrar's Office.

⁷ “Strategic Plan, 2010-2025,” http://www.umb.edu/strategicplan/2010_2025/vision_statement/272/ .

According to the College Board, 361 degree-granting institutions nationwide offer international relations as a field of study, about 10 percent of the total number of such institutions. In Massachusetts, seventeen institutions offer programs in this field, and in the Boston area, six offer programs in IR.⁸ As a major, however, International Relations at the undergraduate level is not offered within the UMass system. UMass Amherst offers a certificate program in collaboration with the 5 college consortium. The options for Boston-area undergraduates to major in IR are limited to expensive private universities: Boston University, Northeastern University, Simmons College, Suffolk University, or Tufts University. If UMB offers an undergraduate major in IR, it will be the first public university in the Commonwealth to do so.

ACADEMIC AND RELATED MATTERS

Admission

The UMB admission requirements are planned to serve the proposed BA/IR program. It is expected that students may enter the program as a first-year student at UMB, or as a transfer student to UMB. The proposed BA/IR does not have any additional requirements for either first-year or transfer students who have completed the general education requirements. Intermediate proficiency in a language other than English is planned to be a prerequisite or additional requirement for completion of the program, and general elective credits are available for students to meet this expectation. Transfer students will be required to complete a minimum of 5 courses within the proposed major at UMB.

Program Enrollment Projection

| | # of Students Year 1 | # of Students Year 2 | # of Students Year 3 | # of Students Year 4 | # of Students Year 5* |
|----------------------|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| New Full-Time | 15 | 25 | 30 | 35 | 40 |
| Continuing Full-Time | - | 15 | 25 | 30 | 35 |
| New Part-Time | 5 | 5 | 10 | 10 | 15 |
| Continuing Part-Time | - | 5 | 10 | 15 | 20 |
| Totals | 20 | 50 | 75 | 90 | 110 |

Curriculum (Attachment A)

Students must complete a total of 120 credit hours to satisfy requirements for the proposed BA/IR, including 57 required General Education credits, 30 required credits for the major, and 33 elective credits, some of which may include language, methodological training, or other learning that complement the BA/IR.

⁸ The numbers are from College Board's online search tool:
<http://collegesearch.collegeboard.com/search/servlet/advsearchservlet?buttonPressed=next&navigateTo=9>

Internships or Field Studies

RESOURCES AND BUDGET

Fiscal (Attachment B)

UMB has determined that the resources necessary to launch the proposed BA/IR are already in place in the Department of Political Science, thus the budgetary impact of the proposed major is expected to be minimal at the outset. The program will require one course release per year for the director of the major. Proportionate additional staff and faculty resources will be necessary proportionate to the growth of the program over time.

Faculty and Administration (Attachment C)

The proposed BA/IR program is planned to be offered in the Department of Political Science within which foreign policy, international relations, human rights and global governance, and international security faculty experts reside, providing the resources to launch the proposed program. Mentoring programs are planned for less experienced tenure-track faculty to ensure that participation in the proposed new program does not impede their professional progress. In addition, several non-tenure-track instructors with established expertise and teaching records at UMB will supplement the course offerings of tenured and tenure-track faculty. As the program reaches established benchmarks for growth UMB anticipates that additional faculty will be necessary to meet student needs. It is also expected that by year 5 of the program, a part-time administrator and computer/equipment purchase will be needed to handle the planned increased enrollments.

Notably, the proposed BA/IR will receive interdisciplinary support through the course offerings of other related CLA disciplines including economics, sociology, history, anthropology, women's and gender studies, Asian Studies, Africana Studies, and Latin American and Iberian Studies.

Facilities, Library and Information Technologies

Library resources indicate ample access to relevant professional journals. Consultation between the Department of Modern Languages and the Department of Latin American and Iberian Studies has established planned procedures for assessing intermediate language proficiency that will be similar to those for assessing the introductory language assessment required of all CLA majors. With these available resources, it is expected that UMB will offer sufficient courses each semester to ensure timely student progress.

Affiliations and Partnerships

International relations courses, as well as relevant preparation in world history, foreign languages and culture, economics, and other social sciences, are expected to make the proposed BA/IR attractive to UMB students transferring credits under the MassTransfer Block and other existing articulation agreements. It is anticipated that there will be an increase in transfer into the program from various public IHE's resulting from the BHE's statewide Academic Transfer Pathways project. The proposed program is poised to take

advantage of these agreements and this interdisciplinary undergraduate major, should be particularly competitive for transfer students.

PROGRAM GOALS

| Goal | Measurable Objective | Strategy for Achievement | Timetable |
|--|--|--|---|
| Recruit students | Graduate 50 IR majors per year by year 5 of program. | Distribution of program information on campus, locally, and regionally. | 2014-2019. |
| Staff program | Put in place program director and coordinate support from Administrative Assistant. | Program director identified; administrative assistant will be trained as needed. | One month from approval. |
| Continual assessment of the program | <p>1. Participation in program by diverse student population.</p> <p>2. Courses taught by qualified and effective faculty.</p> <p>3. Students satisfied with program.</p> <p>4. Students are graduating at a rate equal to or above the CLA average.</p> | <p>1. Campus and regional information events.</p> <p>2. Annual faculty evaluations (through the AFR process).</p> <p>3. Surveys of student opinion, samples of majors.</p> <p>4. Monitor graduation rates; proactive advising.</p> | <p>Continually, from 2015.</p> <p>Annually, from 2015.</p> <p>Continually, from 2015.</p> <p>Annually, from 2015.</p> |
| Maintain curricular relevance | Elective courses for major will attract sufficient students to be offered regularly. | Periodic review of enrollment data and adjustment of course offerings by Associate Chair of Political Science Department. | Annual, beginning in 2015. |
| Graduates find a job in a relevant field or earn admission to a graduate program within one year of graduation | Number of students placed in relevant jobs/admitted to graduate school. | Develop and implement advising strategy and host campus events to familiarize students with career and postgraduate academic opportunities. | Annual, beginning in 2015. |

It is planned that the BA/IR will use several strategies for continual assessment of program quality, relevance, and effectiveness. Internally, program quality and curricular relevance will be assessed by administrators and the program director through monitoring enrollment

trends in required and elective courses for the major as well as graduation rates of full-time students; annual reviews of program faculty; implementation of learning outcomes evaluation procedures and review of results; monitoring of student feedback through surveys distributed to graduates'. Externally, it is planned that the program will also be assessed through the Academic Quality Assessment and Development (AQUAD) process of review and comparison of graduation rates to those of other majors in the College of Liberal Arts.

EXTERNAL REVIEW AND INSTITUTIONAL RESPONSE

The proposed program was reviewed by Professor Robert Denmark, Ph.D., Department of Political Science, University of Delaware in Newark, and Professor L.H.M. Ling, Ph.D., Milano School of International Affairs, Management, and Urban Policy, New School for Public Engagement, New York.

On Monday, December 14, 2015 a site visit was conducted and reviewers met with representatives of the university administration, the chair and other members of the Political Science Department, and students with an interest in international relations. The review team expressed enthusiasm about the undergraduate major and praised the interdisciplinary nature of the curriculum. They found the proposal to offer a quality experience that does not overlap with existing programs, and is led by capable faculty working within the boundaries of existing resources.

Three suggestions were made by the reviewers which included, diversifying the curriculum to include critical and non-Western perspectives, formalizing tracks that rely on courses outside of the Political Science Department, and minimizing any burdens on junior faculty given the demands of launching a new program. UMB agreed with the suggestions and has made plans or amendments to the proposal to accommodate them.

STAFF ANALYSIS AND RECOMMENDATION

Staff thoroughly reviewed all documentation submitted by the **University of Massachusetts Boston** and external reviewers. Staff recommendation is for approval of the proposed **Bachelor of Arts in International Relations** program.

ATTACHMENT A: CURRICULUM

| <i>Major Required (Core) Courses (# Total courses required = 4)</i> | | |
|---|--|---------------------|
| <i>Course Number</i> | <i>Course Title</i> | <i>Credit Hours</i> |
| POLSCI 102 or POLSCI 103 | Government and Politics of the United States Introduction to Political Theory | 3 |
| POLSCI 220 | Introduction to International Relations | 3 |
| POLSCI 380 | Theories of International Relations | 3 |
| POLSCI 499 | Seminar in International Relations | 3 |
| | <i>Sub Total Core Credits</i> | 12 |

| <i>Regional Elective Courses (# Total courses required = 3)</i> | | |
|---|--|---------------------|
| <i>Course Number</i> | <i>Course Title</i> | <i>Credit Hours</i> |
| | <p>Any course designated category C (Comparative Politics) offered by the Political Science Department, including the following:</p> <ul style="list-style-type: none"> • POLSCI 201 Comparative Politics of Industrial Societies • POLSCI 202 Comparative Politics of Transitional Societies • POLSCI 353 European Political Development • POLSCI 354 Postwar European Problems • POLSCI 360 The Government and Politics of Britain • POLSCI 361 Politics of Eastern Europe • POLSCI 363 Politics and Society of Russia • POLSCI 369 Middle East Politics • POLSCI 371 Latin American Politics • POLSCI 372 Central American Politics • POLSCI 375 Third World Development • POLSCI 387 Government and Politics of China • POLSCI 388 Contemporary Politics of South Asia • POLSCI 422 Nationalism <p>Or, any course from the following list:</p> <ul style="list-style-type: none"> • POLSCI 355 The European Union • POLSCI 377 US and Japan • POLSCI 380 Religion and Imperialism • POLSCI 404 Arab-Israeli Conflict • POLSCI 430 Russia and the Other Successor States After the Cold War <p>Or, with advisor approval, any course from another discipline in the College of Liberal Arts (e.g., Asian Studies, Africana Studies, Latin American Studies, Economics, Sociology, History, Anthropology, Women's and Gender Studies, etc.) focusing on a region other than the United States, including the following:</p> <ul style="list-style-type: none"> • AFRSTY 310 Modern Caribbean Society • ANTH 271 People and Cultures of the Middle East • ANTH 272 Peoples and Cultures of Africa • ANTH 273 People and Cultures of Mesoamerica • ANTH 274 People and Cultures of the Caribbean • ANTH 275 Peoples and Cultures of China • EASIAN 361 The History of Modern China • EASIAN 363 Modern Japan • ECON 337 Emerging Economies of Asia • ECON 338 The Latin American Economy • ECON 372 Comparative Economic Systems • EEOS 280 Economic Geography • EEOS 352 Political Geography • HIST 253 History of Modern Africa • HIST 316 Europe Since 1945 • HIST 322 Britain & Empire • HIST 324 Russia Since 1861 • HIST 327 Germany Since 1945 | 9 |

| | | |
|---|---------------------|---------------------|
| <ul style="list-style-type: none"> • HIST 331 France Since 1789 • HIST 334 Italy Since 1815 • HIST 361 The History of Modern China • HIST 363 Modern Japan • HIST 366 The Middle East Since 1914 • LATAM 270 Human Rights in Latin America • LATAM 290 Central American Society and Culture • LATAM 303 Reform and Revolution in Latin America • LATAM 305 The Caribbean: Culture and Society • LATAM 370 Latin America in the Age of Globalization • SPAN 361 Spanish-American Civilization • WGS 300L Women in African Cultures • WGS 345 Gender, Religion, and Politics in South Asia • WGS 357L Women in South Asian Religions • WGS 359L Women in Modern China | | |
| <i>Sub Total Regional Elective Credits</i> | | 9 |
| <i>Topical Elective Courses (# Total courses required = 3)</i> | | |
| <i>Course Number</i> | <i>Course Title</i> | <i>Credit Hours</i> |
| <p>At least one course designated category B (International Relations) offered by the Political Science Department, including the following:</p> <ul style="list-style-type: none"> • POLSCI 366 The Media and International Affairs • POLSCI 377 Foreign Policy Making • POLSCI 402 World Politics and World Order • POLSCI 410 Politics of World Economic Relations • POLSCI 411 International Organization I • POLSCI 412 International Organization II • POLSCI 415 Law and International Relations • POLSCI 420 Imperialism • POLSCI 421 War • POLSCI 424 American Foreign Policy <p>Students may additionally take any course from the following list:</p> <ul style="list-style-type: none"> • POLSCI 265 WWII Internment of Japanese Americans • POLSCI 307 Political Change and Group Identity • POLSCI 309 Political Behavior • POLSCI 320 Women, Politics and Policy • POLSCI 321 Diversity and Public Policy • POLSCI 349 Cities and World Development • POLSCI 351 The Politics of National Development • POLSCI 365 The Politics of Communication • POLSCI 376 Religion and International Relations • POLSCI 453 Democratic Theory • POLSCI 459 Karl Marx's Marxism • POLSCI 470 Christianity and Politics • POLSCI 472 Political Philosophy of Hegel <p>Or, with advisor approval, any course from another discipline in the College of Liberal Arts (e.g., Asian Studies, Africana Studies, Latin American Studies, Economics, Sociology, History, Anthropology, Women's and Gender Studies, etc.)</p> | | 9 |

| | | |
|---|--|---------------------|
| focusing on a problem or topic in international relations, including the following: | | |
| <ul style="list-style-type: none"> • ANTH 295 Introduction to Human Rights • ANTH 324 A Biological Approach to the Study of Warfare • ANTH 346 Culture, Globalization and the Environment • ANTH 349 Anthropology of Development • ECON 334 International Trade • ECON 335 International Finance • ECON 336 Economic Development • ECON 339 The Political Economy of International Migration • ECON 345 Natural Resources and Sustainable Economic Development • ECON 435 The Multinational Corporation • EEOS Global Environmental Change • HIST 290 Globalization in Historical Perspective • HIST 349 The Cold War: Rise and Fall • HIST 357 The Vietnam War • HIST 358 The History of Warfare in the 20th Century • HIST 387 US Foreign Policy Since 1898 • HIST 389 The History of Modern Terrorism • MGT 434 Managing in the Global Economy • SOCIO 290 Environmental Justice & Human Disasters • SOCIO 355 Gender, Development, and Globalization • SOCIO 372 Globalization and Social Change • SOCIO 373 Population and Ecology • WGS 274L Women and Religion in Global Perspective • WGS 295 Introduction to Human Rights • WGS 355 Gender, Development and Globalization • WGS 360 Gender, Culture, and Power • WGS 411 Transnational Feminisms | | |
| | <i>Sub Total Topical Elective Credits</i> | 9 |
| Other Courses in Related Subject Areas (# Total courses required = 0) | | |
| Course Number | Course Title | Credit Hours |
| Varied options | Intermediate Foreign Language Proficiency (students must demonstrate proficiency, which may be done by completing a second year of college-level foreign language classes, or through certification of proficiency). | 0-6 |
| | <i>Sub Total Related Credits</i> | 0-6 |
| <i>Distribution of General Education Requirements</i> Attach List of General Education Offerings (Course Numbers, Titles, and Credits) | | # of Credits |
| Common Requirements include: ENG 101, ENG 102, First Year Seminar, Intermediate Seminar, MT 114, 2 courses meeting diversity requirement, elementary language proficiency | | 24 |
| Arts and Humanities, including Literature and Foreign Languages | | 15 |
| Mathematics and the Natural and Physical Sciences | | 9 |

| | |
|--|---|
| Social Sciences | 9 |
| <i>Sub Total General Education Credits</i> | 57 |
| <i>General Electives</i> | 27-33 (varies, depending on courses needed to satisfy intermediate language proficiency) |
| <i>Curriculum Summary</i> | |
| Total number of courses required for the degree | 10 for the major; 40 for the degree |
| Total credit hours required for degree | 30 for the major; 120 for the degree |
| <i>Prerequisite or Other Additional Requirements:</i> | |
| <ul style="list-style-type: none"> • Language Requirement: Intermediate proficiency in a language other than English • At least 4 elective courses must be at the 300 level or higher • Transfer students must complete at least 5 courses for the major in residence at UMass Boston • A maximum of 3 courses used to meet the major requirements may be taken outside the Political Science Department • No more than two courses can be double counted with another major or minor • Only one course used to meet the major requirements can be taken pass/fail | |

ATTACHMENT B: BUDGET

B.A. International Relations

| REVENUE ESTIMATES | | | | | |
|---|------------------------|------------------------|------------------------|------------------------|------------------------|
| | Year 1 2016 | Year 2 2017 | Year 3 2018 | Year 4 2019 | Year 5 2020 |
| <i>Full-Time Tuition Rate: In-State</i> | 1716 | 1716 | 1716 | 1716 | 1716 |
| <i>Full-Time Tuition Rate: Out-State</i> | 9756 | 9756 | 9756 | 9756 | 9756 |
| <i>Mandatory Fees per Student (In-state)</i> | 10562 | 10879 | 11205 | 11541 | 11887 |
| <i>Mandatory Fees per Student (out-state)</i> | 19195 | 19771 | 20364 | 20975 | 21604 |
| <i>FTE # of New Students: In-State</i> | 7 | 16 | 25 | 29 | 34 |
| <i>FTE # of New Students: Out-State</i> | 2 | 4 | 6 | 7 | 8 |

| | | | | | | | | | | |
|---|-------------------------|--------------------------------|-------------------------|--------------------------------|-------------------------|--------------------------------|-------------------------|--------------------------------|-------------------------|--------------------------------|
| # of In-State FTE Students transferring in from the institution's existing programs | | 7 | | 5 | | 3 | | 3 | | 4 |
| # of Out-State FTE Students transferring in from the institution's existing programs | | 1 | | 1 | | 1 | | 1 | | 1 |
| Tuition and Fees | | | | | | | | | | |
| | Newly Generated Revenue | Revenue from existing programs | Newly Generated Revenue | Revenue from existing programs | Newly Generated Revenue | Revenue from existing programs | Newly Generated Revenue | Revenue from existing programs | Newly Generated Revenue | Revenue from existing programs |
| First Year Students | | | | | | | | | | |
| Tuition | | | | | | | | | | |
| In-State | \$11,669 | \$11,669 | \$27,799 | \$9,266 | \$43,243 | \$4,805 | \$49,421 | \$5,491 | \$58,069 | \$6,452 |
| Out-of-State | \$16,585 | \$9,756 | \$39,512 | \$13,171 | \$61,463 | \$6,829 | \$70,243 | \$7,805 | \$82,536 | \$9,171 |
| Mandatory Fees | \$104,451 | \$91,015 | \$256,305 | \$85,435 | \$410,658 | \$45,629 | \$483,403 | \$53,711 | \$585,038 | \$65,004 |
| Second Year Students | | | | | | | | | | |
| Tuition | | | | | | | | | | |
| In-State | | | \$11,669 | \$11,669 | \$27,799 | \$9,266 | \$43,243 | \$4,805 | \$49,421 | \$5,491 |
| Out-of-State | | | \$16,585 | \$9,756 | \$39,512 | \$13,171 | \$61,463 | \$6,829 | \$70,243 | \$7,805 |
| Mandatory Fees | | | \$107,585 | \$93,745 | \$263,994 | \$87,998 | \$422,977 | \$46,997 | \$497,905 | \$55,323 |
| Third Year Students | | | | | | | | | | |
| Tuition | | | | | | | | | | |
| In-State | | | | | \$11,669 | \$0 | \$27,799 | \$0 | \$43,243 | \$0 |
| Out-of-State | | | | | \$16,585 | \$0 | \$39,512 | \$0 | \$61,463 | \$0 |
| Mandatory Fees | | | | | \$110,812 | \$0 | \$271,914 | \$0 | \$435,667 | \$0 |
| Fourth Year Students | | | | | | | | | | |
| Tuition | | | | | | | | | | |

| | | | | | | | | | | | |
|---------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-------------|-----------|-------------|-----------|-----|
| In-State | | | | | | | | \$11,669 | \$0 | \$27,799 | \$0 |
| Out-of-State | | | | | | | | \$16,585 | \$0 | \$39,512 | \$0 |
| Mandatory Fees | | | | | | | | \$114,137 | \$0 | \$280,071 | \$0 |
| Fifth Year Students | | | | | | | | | | | |
| Tuition | | | | | | | | | | | |
| In-State | | | | | | | | | | \$0 | \$0 |
| Out-of-State | | | | | | | | | | \$0 | \$0 |
| Mandatory Fees | | | | | | | | | | \$0 | \$0 |
| | | | | | | | | | | | |
| Gross Tuition and Fees | \$132,705 | \$112,439 | \$459,455 | \$223,042 | \$985,735 | \$167,698 | \$1,612,365 | \$125,639 | \$2,230,967 | \$149,246 | |
| | | | | | | | | | | | |
| Grants | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | | | | | | | | | | | |
| Contracts | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | | | | | | | | | | | |
| Campus budget allocation | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | | | | | | | | | | | |
| Other Revenues | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| Total | \$132,705 | \$112,439 | \$459,455 | \$223,042 | \$985,735 | \$167,698 | \$1,612,365 | \$125,639 | \$2,230,967 | \$149,246 | |

***EXPENDITURE ESTIMATES**

| | Year 1 2016 | | Year 2 2017 | | Year 3 2018 | | Year 4 2019 | | Year 5 2020 | |
|---------------------------|---------------------------------------|-------------------------------------|---------------------------------------|-------------------------------------|---------------------------------------|-------------------------------------|---------------------------------------|-------------------------------------|---------------------------------------|-------------------------------------|
| | New Expenditures required for Program | Expenditures from current resources | New Expenditures required for Program | Expenditures from current resources | New Expenditures required for Program | Expenditures from current resources | New Expenditures required for Program | Expenditures from current resources | New Expenditures required for Program | Expenditures from current resources |
| Personnel Services | | | | | | | | | | |
| Faculty | \$0 | \$37,500 | \$0 | \$77,250 | \$37,500 | \$79,568 | \$77,250 | \$81,955 | \$79,568 | \$84,413 |
| Administrators | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Support Staff | \$0 | \$12,500 | \$0 | \$12,875 | \$50,000 | \$13,261 | \$51,500 | \$13,659 | \$53,045 | \$14,069 |
| Others | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Fringe Benefits __ 34 __% | \$0 | \$17,000 | \$0 | \$30,643 | \$29,750 | \$31,562 | \$43,775 | \$32,509 | \$45,088 | \$33,484 |
| Total Personnel | \$0 | \$67,000 | \$0 | \$120,768 | \$117,250 | \$124,391 | \$172,525 | \$128,122 | \$177,701 | \$131,966 |
| | | | | | | | | | | |
| Operating Expenses | | | | | | | | | | |
| Supplies | \$0 | \$0 | \$0 | \$0 | \$1,500 | \$0 | \$0 | \$0 | \$0 | \$0 |

| | | | | | | | | | | |
|---------------------------------|----------------|-----------------|----------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Library Resources | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Marketing/Promotional Expenses | \$5,000 | \$0 | \$5,000 | \$0 | \$5,000 | \$0 | \$5,000 | \$0 | \$5,000 | \$0 |
| Laboratory Expenses | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| General Administrative Overhead | \$450 | \$6,030 | \$450 | \$10,869 | \$11,138 | \$11,195 | \$15,977 | \$11,531 | \$16,443 | \$11,877 |
| Other | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | | | | | | | | | | |
| Total Operating Expenses | \$5,450 | \$6,030 | \$5,450 | \$10,869 | \$17,638 | \$11,195 | \$20,977 | \$11,531 | \$21,443 | \$11,877 |
| | | | | | | | | | | |
| Net Student Assistance | | | | | | | | | | |
| Assistantships | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Fellowships | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Stipends/Scholarships | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | | | | | | | | | | |
| Total Student Assistance | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | | | | | | | | | | |
| Capital | | | | | | | | | | |
| Facilities / Campus recharges | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Equipment | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | | | | | | | | | | |
| Total Capital | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | | | | | | | | | | |
| Total Expenditures | \$5,450 | \$73,030 | \$5,450 | \$131,637 | \$134,888 | \$135,586 | \$193,502 | \$139,653 | \$199,144 | \$143,843 |
| | | | | | | | | | | |

BUDGET SUMMARY OF NEW PROGRAM ONLY

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|--|-----------|-----------|-----------|-------------|-------------|
| | 2014__ | 2015__ | 2016__ | 2017__ | 2018__ |
| Total of newly generated revenue | \$132,705 | \$459,455 | \$985,735 | \$1,612,365 | \$2,230,967 |
| Total of additional resources required for program | \$5,450 | \$5,450 | \$134,888 | \$193,502 | \$199,144 |
| Excess/ (Deficiency) | \$127,255 | \$454,005 | \$850,847 | \$1,418,863 | \$2,031,823 |

ATTACHMENT C: FACULTY

| Name of faculty member (Name, Degree and Field, Title) | Tenure Y/N | Courses Taught Put (C) to indicate core course. Put (OL) next to any course currently taught online. | # of sections | Division or College of Employment | Full- or Part-time in Program | Full- or part-time in other department or program (Please specify) | Sites where individual will teach program courses |
|---|-----------------------|---|----------------------|--|--------------------------------------|---|--|
| Bussiere, Elizabeth Ph. D. in Political Science Associate Professor | Y | • Gov Pol of US (C) | • 1 | CLA | Full-time | No | • Main Campus |
| Coscia, Caroline M.S. in Public Policy M.P.A. in Public Admin. Lecturer II | N | • Gov Pol of US (C) | • 1 | CLA | Full-time | No | • Main Campus |
| Cunningham, Maurice Ph. D. in Political Science, and J.D. Associate Professor | Y | • Gov Pol of US (C) | • 6 | CLA | Full-time | No | • Main Campus |
| Farsakh, Leila Ph. D. in Political Science Associate Professor | Y | • Intl Orgs • Pol of Mid East | • 1 • 1 | CLA | Full-time | No | • Main Campus |
| Ferguson, Thomas Ph. D. in Political Science Professor | Y | • Am For Pol • Pol of Intl Eco Rel | • 1 • 1 | CLA | Full-time | No | • Main Campus |

| | | | | | | | |
|---|---|--|--|-----|-----------|----|---|
| Henao Castro, Andrés F. Ph. D. in Political Science Assistant Professor | N | <ul style="list-style-type: none"> • Intro to Pol Theory (C) | <ul style="list-style-type: none"> • 1 | CLA | Full-time | No | <ul style="list-style-type: none"> • Main Campus |
| Jiménez, Luis F. Ph. D. in Political Science Assistant Professor | N | <ul style="list-style-type: none"> • Intro to IR (C) • Third World Dev • Latin Am Pol • Seminar in IR (C) | <ul style="list-style-type: none"> • 6 • 1 • 1 • 1 | CLA | Full-time | No | <ul style="list-style-type: none"> • Main Campus |
| Kowert, Paul Ph. D. in Government Associate Professor | Y | <ul style="list-style-type: none"> • Intro to IR (C) • For Policymaking • Nationalism • Theories of IR (C) • Seminar in IR (C) | <ul style="list-style-type: none"> • 6 • 1 • 1 • 1 • 1 | CLA | Full-time | No | <ul style="list-style-type: none"> • Main Campus |
| O'Brien, Erin Ph. D. in Political Science Associate Professor | Y | <ul style="list-style-type: none"> • Gov Pol of US (C) • Women, Politics, and Policy | <ul style="list-style-type: none"> • 1 • 1 | CLA | Full-time | No | <ul style="list-style-type: none"> • Main Campus |
| Peters, Rita Ph. D. in Political Science Senior Lecturer | N | <ul style="list-style-type: none"> • Intro to IR (C) • Pol of E Europe • War • Russian For. Pol. • European Union • Pol. Change and Group Identity | <ul style="list-style-type: none"> • 1 • 1 • 1 • 1 • 1 • 1 | CLA | Full-time | No | <ul style="list-style-type: none"> • Main Campus |

| | | | | | | | |
|---|---|---|---|-----|-----------|----|---------------|
| Rivera-Ottenberger, Anny Ph. D. in Political Science Lecturer I | N | <ul style="list-style-type: none"> • Latin Am Pol • Third World Dev • Transnational Collective Action | <ul style="list-style-type: none"> • 1 • 1 • 1 | CLA | Full-time | No | • Main Campus |
| Schotten, Heike Ph. D. in Political Science Associate Professor | Y | <ul style="list-style-type: none"> • Intro to Pol Theory (C) • Karl Marx's Marxism | <ul style="list-style-type: none"> • 1 • 1 | CLA | Full-time | No | • Main Campus |
| Shahdadi, Hormoz Ph. D. in Political Science Lecturer II | N | <ul style="list-style-type: none"> • Intro to IR (C, OL) • Third World Dev • Am For Pol (OL) • Pol of Mid East • Pol of Intl Eco Rel | <ul style="list-style-type: none"> • 1 • 1 • 1 • 1 • 1 | CLA | Full-time | No | • Main Campus |
| Tafe, Ursula Ph. D. in World Politics Lecturer II | N | <ul style="list-style-type: none"> • Gov Pol of US (C) • Intro to IR (C) • Seminar in IR (C) • Third World Dev • Democratic Theory | <ul style="list-style-type: none"> • 1 • 1 • 1 • 1 • 1 | CLA | Full-time | No | • Main Campus |
| Watanabe, Paul Ph. D. in Political Science Professor | Y | <ul style="list-style-type: none"> • Intro to IR (C) • Intern of Japan Am • Am For Pol • Seminar in IR | <ul style="list-style-type: none"> • 1 • 1 • 1 • 1 | CLA | Full-time | No | • Main Campus |

| | | | | | | | |
|--|---|--|--|-----|-----------|----|---|
| | | (C) | | | | | |
| Wu, Zhang Ph. D. in Government Assistant Professor | N | <ul style="list-style-type: none"> • Gov & Pol China • IR of East Asia | <ul style="list-style-type: none"> • 1 • 1 | CLA | Full-time | No | <ul style="list-style-type: none"> • Main Campus |