

## **I. Mission and Purpose**

The Department of Political Science offers courses that contribute to the understanding of American politics, comparative politics, and international relations. The program offers a BA and an MA degree<sup>1</sup>. The Department embraces the epistemology of social science research and develops skills important to this field, and many others, including written and oral communication and critical thinking. Curricular and co-curricular initiatives in the Department such as the Honors in the Major program, an increased focus on undergraduate research in conjunction with the Quality Enhancement Plan, internships, contributing to interdisciplinary programs, and offering blended learning and fully online courses are consistent with and complementary to the central mission of Florida Atlantic University. The strengths of the Political Science program are in accordance with the FAU strategic plan goals of enriching the educational experience; inspiring research, scholarship, and creative activity; and community engagement.

Students in the Department are encouraged to engage in quantitative and qualitative research by applying the basic principles of scientific methodology. These skills, in addition to the Department's dedication to providing practical experience and advanced research opportunities through, for example, the Honors Program, Diplomacy Program, research-oriented upper division courses, directed independent studies, and internships are in line with the Board of Governors' goals of building world-class academic programs and research capacity, and meeting community needs and fulfilling unique institutional responsibilities.

## **II. Previous Review and Subsequent Changes**

The last program review was done in 2006 by Dean William Covino. In this review, he remarked that the "Social Science programs have thoughtful and engaging curricula that are regularly revised, thoughtfully assessed, and well-received by students." Recommendations in the 2006 Academic Program Review include: additional faculty lines to meet student demand; more reliable and better funding of infrastructure, operating expenses, and graduate assistantships to maintain and develop graduate and undergraduate programs; professional assistance with undergraduate advising; and additional support at the University and College level to increase the faculty's ability to teach large classes at a reasonable level of academic rigor.

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<sup>1</sup> The Department also has an MAT degree. Due to a significant decrease in enrollments because of the elimination of employer-paid tuition, particularly for K-12 teachers, the MAT degree is currently on hiatus and its future is being discussed by the Department.

Over the past five years, the Department of Political Science has constantly met increasing student demand with a constant or decreasing number of faculty members. While enrollments have increased by 20 percent, the number of tenure line and full-time instructional faculty has remained the same due to decisions beyond the control of the Department. Recent budgetary exigencies decreased the number of adjunct professors, mostly on the Davie Campus, by more than 40 percent over the same time period.

While there was a slight increase in the number of graduate assistants, GTA stipends have remained constant at \$8000.00/year over the past five years. The Department is requesting additional funding to make GTA stipends more competitive.

Many of the Department's graduate students have typically been non-traditional students who take classes in our Department to advance their careers. Most of the Department's GTAs have been part-time, who work 10 hours a week and receive a half stipend and a tuition waiver. This has worked very well for these students as their other personal and professional commitments do not allow them to work more than 10 hours a week on campus. A recent university policy reduced the tuition waiver for these part-time GTAs to a half tuition waiver, which means they have to find additional money to pay for half of their tuition, regardless of the number of credits they take. If they do not have the money to pay for half of their tuition, and they often do not, the Department will no longer be able to recruit them.

Thus, over the past five years, due to institutional and budgetary decisions beyond the control of the Department, there have been no additional faculty lines, graduate assistant funding has remained the same (whereas it has increased in some other Departments in the College), and the Department has not received professional assistance with undergraduate advising (whereas other Departments in the College have). Nevertheless, over the same time period, as a result of budgetary constraints and the pressures to maintain or increase FTE production, the Department has consistently met student demand, maintained and developed graduate and undergraduate major programs, improved the quality of academic advisement, and increased class sizes. Continuously meeting these objectives without the additional resources recommended in the 2006 Academic Program Review, however, is not sustainable in the short or long term.

Curricular and co-curricular changes include (1) the creation and implementation of the Honors in the Major program; (2) increased focus on undergraduate research in conjunction with the Quality Enhancement Plan; (3) the introduction of blended learning courses (half in class and half online) and fully online courses; and, (4) the designation of a faculty member as the Director of Undergraduate Programs, Advising and Internships.

### III. Instruction

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	Percent change
Undergraduate	511	512	562	612	636	24
Graduate	37	41	39	40	29	-21
<b>Total</b>	<b>548</b>	<b>553</b>	<b>601</b>	<b>652</b>	<b>665</b>	<b>21</b>

#### A. Admissions and Enrollment

Admissions for the undergraduate program in Political Science are consistent with the University admissions criteria. The following are the admission requirements for the MA degree in Political Science:

##### Domestic Students:

Undergraduate GPA of 3.0  
 Competitive GRE scores  
 Two letters of recommendation  
 Statement of personal objectives

##### International Students:

Undergraduate GPA of 3.0  
 Competitive GRE scores  
 Two letters of recommendation  
 Statement of personal objectives  
 General evaluation of transcripts  
 TOEFL score of 500 or IBT of 61

#### Annual Headcount Enrollment: Political Science<sup>2</sup>

Student Credit Hour / FTE Productivity Reports  
 Academic years: 2007-2008 to 2011-2012  
 Campus: All Campuses  
 College: Arts & Letters  
 Department: Political Science

	State Fundable SCH						Annualized State Fundable FTE					
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	Total	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	Total
Course Level	< >											
Lower Div	4,599	5,283	4,086	3,591	4,062	<b>21,621</b>	115.0	132.1	102.2	89.8	101.5	<b>540.5</b>

<sup>2</sup> All statistics are provided by FAU Institutional Effectiveness and Analysis unless otherwise noted.

	State Fundable SCH						Annualized State Fundable FTE					
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	Total	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	Total
<b>Upper Div</b>	7,796	7,253	8,940	9,152	9,191	<b>42,332</b>	194.9	181.3	223.5	228.8	229.8	<b>1,058.3</b>
<b>Grad I</b>	366	449	502	432	310	<b>2,059</b>	11.4	14.0	15.7	13.5	9.7	<b>64.3</b>
<b>Grad II</b>	9	13	12	12	3	<b>49</b>	0.3	0.4	0.4	0.4	0.1	<b>1.5</b>
<b>Total</b>	<b>12,770</b>	<b>12,998</b>	<b>13,540</b>	<b>13,187</b>	<b>13,566</b>	<b>66,061</b>	<b>321.6</b>	<b>327.8</b>	<b>341.7</b>	<b>332.5</b>	<b>341.1</b>	<b>1,664.7</b>

Overall enrollment in the program is up by 21 percent over the past five years, with a significant increase in undergraduate enrollment accompanied by a decrease in graduate enrollment. This trend is reflected in the undergraduate and graduate state fundable SCH and FTEs. In the interim of the last program review an informal assessment was conducted. This assessment indicated that the Department needed to better service its majors by providing additional upper division courses and, thus, more timely graduation rates. The Department made a concerted effort in this area and the result is a significant increase in upper division state fundable SCH and FTEs and better graduation rates (up 26 percent over the past five years). The Department SCH is the median of the total College SCH. With no additional resources, it is impossible to increase upper division SCH and FTEs without contraction in some of the other course levels. Nevertheless, the Department has maintained a steady increase in the overall state fundable SCH and FTEs and a significant increase in annual headcount enrollments.

#### Degrees Awarded: Political Science Bachelors

2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	Percent Change
115.5	98.2	93	104	146.5	26.84

#### Degrees Awarded: Political Science Masters

2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	Percent Change
6.0	10	10	21	10	66.67

Graduate enrollments, FTEs and SCH have decreased over the past five years. This is the result of several factors. There has been no increase in graduate student funding over the same time period. The annual stipends for Political Science graduate teaching assistants in other state universities are significantly higher than at FAU. For example, stipends at the University of North Florida are \$10,000 per year with a full tuition waiver, stipends at the University of

Florida are \$13,500 per year with a full tuition waiver; whereas stipends at Florida Atlantic University are \$8,000 per year with a full tuition waiver. The Department needs to maintain the number of GTAs in order to service the higher enrollments in lower division courses with no additional full time faculty lines. With no increase in budget for GTAs, therefore, it is impossible to increase the stipend and be more competitive and attract additional and better students into the program. The Department cannot maintain its undergraduate program without an increased number of high quality GTAs, and thus, additional funding and lines for GTAs is of great importance. Additionally, there has been a decline in the number of students who have their tuition paid by their employers, particularly K-12 teachers, resulting in lower enrollments and the MAT being placed on hiatus. The new university policy that does now allow the Department to split funding into half-time GTAs is particularly damaging to the Department because the University no longer provides full tuition waivers to half-time GTAs, resulting in the Department being able to recruit fewer students.

Although overall enrollments are down, graduation rates for graduate students have increased substantially (66 percent), indicating that we are servicing a higher number of students in a more efficient manner. This is the result of graduate curricular changes to facilitate timeliness to graduation. In spring semester 2013, the Department was able to offer a fourth graduate course, an increase of 45 graduate SCH. We are also adding a graduate course this summer, which if full to capacity will be the equivalent of an additional 45 graduate SCH.

## **B. Curriculum**

The Department's undergraduate program serves Political Science majors by providing them with the courses and flexibility needed for both a vigorous academic experience and a timely graduation. Students are required to take 36 credits to graduate with a BA in Political Science: 9 of the 36 credits are required courses (POS 2041 American Government, CPO 3003 Comparative Politics, and POS 3703 Research Methods). In addition to the required courses, students must take 27 credits of upper division courses, including 9 credits of American Politics and 6 credits of International Relations or Comparative Politics. The remaining 12 credits are upper division electives. The graduation checklist for the BA degree in Political Science is included in the appendix. The Department's undergraduate curriculum and degree program is in line with similar programs in the Florida State University System. We are just beginning to collect data on undergraduate placement rates and employment profiles.

The Department's graduate program offers both a thesis and non-thesis option. All students are admitted as non-thesis students and must complete a total of 30 credits of graduate coursework. After the completion of at least nine but not more than fifteen graduate credits, a student may apply for admission to the thesis track. POS 6934 Research Design must be successfully completed by all students the first semester of enrollment or the first semester the course is offered after admission to the graduate program.

Seminars build a strong foundation in political science research and methodology; supervised thesis research prepares a student for doctoral work. The Department has an excellent track record of placing highly qualified M.A. graduates in Ph.D. programs at leading academic institutions, including University of Wisconsin, Penn State, University of Florida, and Georgia State University. Recent graduates of the Department's graduate program are also employed in jobs related to the field: US Southern Command J5 Political-Military Affairs Division; and Instructors and Adjunct Professors at Broward College, Lynn University, and Florida Atlantic University; and a Fellow for the Transcultural Conflict and Violence Research Cluster, Georgia State University.

Due to institutional pressures, the average class size for Political Science lectures and seminars has consistently increased over the past five years.

#### Average Section Enrollment

	2008-2009	2009-2010	2010-2011	2011-2012	Percent change
Undergraduate Lecture/Seminar	38	37.9	38.2	43.8	15
Graduate Lecture/Seminar	11.2	10	10.4	10.3	-8

The course caps are set by the Department in line with peer programs and pedagogical necessity. Pressure to increase course caps above those established by the Department puts at risk the pedagogical quality of the program.

While graduate lecture/seminar enrollments have had a slight decrease over the past five years, during the past academic year, the size of graduate section enrollments has increased significantly. In fall semester 2012, the Department offered 3 graduate sections, one with 14 students and two with 16 students enrolled. In spring semester 2013, the Department offered 4 graduate sections, one with 14 students, one with 15 students, and two with 16 students enrolled.

Increasingly, students in the Department of Political Science participate in local and global internships in a variety of host institutions, including U.S. Congressional offices, the Office of the State Attorney, the Department of the Interior, the Boca Raton Chamber of Commerce, State Representative offices, the League of Women Voters, and Genocide Watch. Students earn elective upper division credits toward their degree while completing internships in the Department. Internships are a variable 1 to 3 credits. In order to earn internship credit, students work a set number of hours a week; submit written work to the Department Director of Undergraduate Programs, Advising, and Internships, who serves as the Department's internship supervisor; and are evaluated by their on-site internship supervisor.

The Political Science Department's undergraduate Honors in the Major program was recently created and is in its inaugural year. The Honors Program consists of an Honors Seminar and a Senior Thesis. Students enroll in POS 4300 (Honors Seminar) in the fall of their senior year. The Honors Seminar is a three credit hour advanced research design seminar. The Honors Seminar's primary objective is to teach students how to conduct political science research. The Seminar is designed so that students will learn how to research while studying a specified political science topic or topics. The Seminar prepares students to conduct their own research by completing a Senior Thesis. The Seminar also provides students with the opportunity to engage in interactive learning through collaboration, peer review, and student-directed classroom work. In the spring of their senior year, the honors students continue their work on an independent research project with oversight from a faculty advisor and the Director of the Honors Program.

The Political Science Department is part of the Quality Enhancement Plan (QEP) pilot program. As such, the Department is sharing its assessment plans and information regarding the Honors Program to help develop best practices and engage in continuous program improvement.

Students' work in the Honors Program is assessed using rubrics developed from student learning outcomes from the QEP. All Honors Program students participate in a Department Honors Conference to present their research to their peers and faculty and they also present at the University Undergraduate Research Symposium.

In line with the overall goal of increasing the quantity and quality of undergraduate research in the Department, all undergraduate students are encouraged to participate in these academic peer-reviewed opportunities. We also encourage our students to contribute to the Undergraduate Research Journal.

The Department offers one completely online course and three blended learning (half online and half in class) courses. For the fall semester 2013, we will be adding one additional completely online course and two additional blended learning courses.

The Department of Political Science consistently fulfills unique institutional responsibilities by contributing to the Intellectual Foundations Program (IFP), cross-listing courses, and participating in several certificate programs. The Department delivers two IFP courses: POS 2041 Government of the United States in the Foundations of Society and Human Behavior and INR 2002 Introduction to World Politics in the Foundations in Global Citizenship. We offer at least two sections of each of these courses in the fall and spring semesters, and one section during one of the summer sessions, with enrollments between 120 and 160 students in each section. In order to increase flexibility and meet the needs of non-traditional students each of these classes is offered as a blended learning course at least twice during the academic year. The Department of Political Science routinely cross-lists courses with the Honors College and, when resources permit, offers courses in cooperation with the Honors College on the Jupiter Campus. Several of the Department's courses contribute to certificate programs including the Asian

Studies Certificate, Ethnic Studies Certificate, Peace Studies Certificate, Caribbean and Latin American Studies Certificate, and Women, Gender, and Sexuality Studies Certificate. In addition to offering courses that fulfill certificate requirements, faculty members in the Department also participate as certificate program committee members, event organizers, associate faculty, and curriculum consultants for these certificate programs.

### **C. Assessment**

Goals for student learning include acquiring appropriate content knowledge/declarative knowledge; developing oral and written communication skills; and developing analytical reasoning skills that include assessing arguments, evidence, and theories, and applying the basic principles of scientific methodology. A faculty committee assesses student work in POS 3703 (Research Methods) and CPO 3003 (Comparative Politics) using the above-mentioned criteria. This faculty committee determined that the student work evaluated meets or exceeds the established criterion for success for each one of the student learning goals.

Consistent with the Department's strategic goal of monitoring and improving student outcomes, the Department developed a Program Improvement Plan that focuses on graduating students with particular knowledge, skills, and abilities that demonstrate to faculty, potential employers, and the stakeholder community appropriate education and experiential training. In short, the Department is initiating a systematic utility mapping of the indicators and student outcomes. This baselining is a first step in our Continuous Quality Improvement plan that will seek to examine department measurements in order to learn how well the indicators perform and, more importantly, to consider the potential efficacy of developing student outcome targets in the future through examination of the actual data. This then allows the Department to consider and potentially develop plans on how to make improvements or adapt alternative indicators with the aim of constructively elevating student outcomes and performance.

### **D. Compliance with state-approved prerequisites**

The Program is in compliance with State-approved prerequisites.

### **E. Students in the Program**

The Political Science program has a diverse student population with a total of 665 students.

**B 4 Majors Enrolled (Annual Headcount) By Gender and Ethnicity**  
**Political Science (Program CIP: 451001)**

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			Political Science				
			2008-2009	2009-2010	2010-2011	2011-2012	% Change
Undergraduate	American Indian/Alaskan Native	Female		1	1	1	-
		Male					-
		Total		<b>1</b>	<b>1</b>	<b>1</b>	-
	Asian or Pacific Islander	Female	6	6	11	12	100%
		Male	16	15	13	9	-44%
		Total	<b>22</b>	<b>21</b>	<b>24</b>	<b>21</b>	-5%
	Black (Not of Hispanic Origin)	Female	46	46	57	58	26%
		Male	49	49	54	50	2%
		Total	<b>95</b>	<b>95</b>	<b>111</b>	<b>108</b>	14%
	Hispanic	Female	66	74	82	82	24%
		Male	43	59	67	82	91%
		Total	<b>109</b>	<b>133</b>	<b>149</b>	<b>164</b>	50%
	White (Not of Hispanic Origin)	Female	126	125	126	126	0%
		Male	139	163	179	200	44%
		Total	<b>265</b>	<b>288</b>	<b>305</b>	<b>326</b>	23%
	Non-Resident Alien	Female	8	9	8	8	0%
		Male	11	13	12	7	-36%
		Total	<b>19</b>	<b>22</b>	<b>20</b>	<b>15</b>	-21%
	Not Reported	Female	1	2	2	1	0%
		Male			0	0	-
		Total	<b>1</b>	<b>2</b>	<b>2</b>	<b>1</b>	0%
Total	Female	253	263	287	288	14%	
	Male	258	299	325	348	35%	
	Total	<b>511</b>	<b>562</b>	<b>612</b>	<b>636</b>	24%	
Graduate	American Indian/Alaskan Native	Female					-
		Male					-
		Total					-
	Asian or Pacific Islander	Female	2	1	2	1	-50%
		Male	1	1	1	0	-100%
		Total	<b>3</b>	<b>2</b>	<b>3</b>	<b>1</b>	-67%
	Black (Not of Hispanic Origin)	Female	2	2	3	2	0%
		Male	1		1	1	0%
		Total	<b>3</b>	<b>2</b>	<b>4</b>	<b>3</b>	0%
	Hispanic	Female	1	3	4	1	0%

	Male	1	1	3	2	100%
	Total	2	4	7	3	50%
White (Not of Hispanic Origin)	Female	10	10	9	10	0%
	Male	23	20	15	11	-52%
	Total	33	30	24	21	-36%
Non-Resident Alien	Female		1	1	0	-
	Male				1	-
	Total		1	1	1	-
Not Reported	Female			1	0	-
	Male				0	-
	Total			1	0	-
Total	Female	15	17	20	14	-7%
	Male	26	22	20	15	-42%
	Total	41	39	40	29	-29%

Undergraduate and graduate scholarly activity has increased significantly over the past few years. Through the Honors in the Major program, the QEP, and Directed Independent Studies, students have the opportunity to present their work to their peers, participate in academic conferences such as the FAU Undergraduate Research Symposium, the Florida Political Science Association (FPSA) annual conference and the Southern Political Science Association annual conferences, and increasingly co-author published works with their professors. Tammie Marcus Clary, a graduate student in the Department, won the 2012 FPSA Best Graduate Paper Award for her work "Politicians of a Feather, Tweet Together."

The Department of Political Science offers five scholarships per year totaling \$3500.00. There are four merit awards totaling \$3000.00 and one financial need award totaling \$500.00. Four of the scholarships are awarded at the undergraduate level and one is awarded at the graduate level.

For the past three years, the Department has assigned a faculty member as the Director of Undergraduate Programs, Advising, and Internships. Undergraduate students are advised on departmental requirements, internships, law school, graduate school, and career planning by this faculty member. With regard to College and University requirements, students are advised by the College Student Academic Services office. Graduate students are advised by the Department's Graduate Director.

#### Retention Rates for First Time in College Students

Entering year	2005	2006	2007	2008	2009
Boca Campus	100	98.3	98.7	100	100

Retention Rates for All Transfers from a Florida Community College (with or without an AA degree)

Entering year	2005	2006	2007	2008	2009
Boca Campus	41.3	42.3	42.6	44.8	68.2
Davie Campus	41.3	33.8	39.3	32.8	20

Student retention rates for First Time in College Students on the Boca Campus are excellent, remaining around 100 percent for the past five years. Retention rates for all transfer students from a Florida Community College have improved significantly on the Boca Campus over the past five years, increasing by 65 percent. At the same time, the retention rates on the Davie Campus are down 51 percent. This decrease in retention on the Davie Campus is due, in part, to the significant loss of adjunct professors on the Davie Campus as a result of decisions beyond the control of the Department.

**F. Faculty in the Program**

There are 13 full time tenure line faculty, 2 full time instructors, 1 full time visiting instructor, 7 adjuncts, and 13 graduate assistants in the Department of Political Science.

**Instructional Headcount**

	2008-2009	2009-2010	2010-2011	2011-2012	% Change
Tenured and tenure-earning faculty	13	13	13	13	0
Non-tenure-earning faculty	3	4	3	3	0
Adjuncts	12	9	7	7	-42
Graduate Assistants	11	11	14	13	18
Total	40	37	37	36	-10

As of the current academic year, the Department has only 2 adjunct professors and 9 full time graduate assistants.

**B 2 Instructional Faculty By Gender and Ethnicity**

**Political Science**

Instructional Faculty (Tenured, tenure-earning, & non-tenure-earning)		Political Science				
		2008-2009	2009-2010	2010-2011	2011-2012	% Change
American Indian/Alaskan Native	Male					-
	Total					-
Asian or Pacific Islander						-
	Female					-
	Male		0	1	1	-
	Total		0	1	1	-
Black (Not of Hispanic Origin)						-
	Female					-
	Male					-
	Total					-
Hispanic						-
	Female					-
	Male					-
	Total					-
White (Not of Hispanic Origin)						-
	Female	3	4	4	5	67%
	Male	10	11	11	10	0%
	Total	13	15	15	15	15%
Non-Resident Alien	Male	3	1		0	-100%
	Total	3	1		0	-100%
Total						-
	Female	3	4	4	5	67%
	Male	13	12	12	11	-15%
	Total	16	16	16	16	0%

Of the 16 full-time instructional faculty members in the Department, there are 2 instructors, 1 visiting instructor, 4 assistant professors, 4 associate professors, and 5 professors. There are 2 professors and 1 associate professor on the Davie Campus. There are 2 instructors, 1 visiting instructor, 4 assistant professors, 3 associate professors, and 3 professors on the Boca campus. With regard to academic specialties, on the Davie Campus there is 1 professor and 1 associate professor who teach American Politics, and 1 professor who teaches International Relations and Comparative Politics. On the Boca Campus, there are 2 instructors, 2 assistant professors, 1 associate professor and 2 professors who teach American politics. There are 2 assistant

professors, 2 associate professors, 1 professor and 1 visiting instructor who teach international relations and/or comparative politics. There are five tenure line faculty in each academic specialization on the Boca campus, there are two instructors for American Politics and 1 visiting instructor for international relations and/or comparative politics. On the Davie campus, there are two tenure line faculty for American politics and 1 tenure line faculty for international relations and/or comparative politics.

When funding becomes available, the Department needs to increase its number of full time faculty members in all academic specializations in order to continue to provide the high quality academic programs to an increasing number of students. In particular, the Department needs to increase the number of full time faculty members who can teach courses in international relations and/or comparative politics on both the Boca and Davie campuses. All future hires in the Political Science Department must also demonstrate their contribution to the Department goals, particularly as they relate to the QEP. There is a strong desire in the Department to diversify the faculty.

Due to the high cost of living in Palm Beach County, and the low faculty salaries, it is becoming increasingly difficult to hire and retain high quality professors and instructors. The Department of Political Science and International Relations at Florida International University (55.4 miles to the southwest of FAU) offers starting instructors a salary of \$52,000.00 and starting assistant professors a salary of \$73,000.00. The Department of Political Science at FAU offers starting instructors a salary of \$40,000.00 and starting assistant professors a salary of \$55,000.00. It would be useful to increase faculty salaries to become more competitive and improve recruitment and retention of high quality faculty.

Instructors in the Department of Political Science have a 4-4 teaching load, with no assigned research or service (they do, however, often exceed this expectation). Tenure-line faculty members have a 3-2 teaching load. The teaching loads are assigned in line with the College policy on teaching loads.

#### **IV. Research**

The faculty members in the Department of Political Science have a strong record of scholarly production in peer-reviewed publications. The diversity and quality of faculty research is impressive. Research specializations span the range of the foundational focus of the Department and include American, comparative, and international politics. More specifically, faculty research focuses on ethnic conflict, politics and technology, human rights, good governance and public procurement, politics in the Middle East, environmental politics, compliance with international treaties, and women and politics.

Between 2008 and 2012, the 13 tenure line faculty members have produced a total of 5 books, 52 peer-reviewed journal articles, 29 book chapters or other publications. These faculty publications have been cited a total of 265 times (according to Google Scholar), demonstrating their important contributions to the field of political science. During the same time the faculty members made 121 presentations at professional meetings or conferences. The Department has consistently outstanding researchers who have been invited and funded by sponsoring institutions to present their research throughout the United States and around the world.

Between 2008 and 2012, the faculty members in the Department of Political Science applied for grants and other funded projects, resulting in tens of thousands of dollars in funding for their research. Most of the funded research in the Department is not through Sponsored Research but through smaller or specialized grant opportunities such as those from the Miami-Florida European Union Center of Excellence, the Jack Miller Center, Peace Studies, and Asian Studies.

Several Department faculty members co-authored a digital e-text for POS 2041 Government of the United States. This e-text was accepted for publication by the University of Florida Press and is part of the Orange Grove open document repository.

## **V. Service/Community Engagement**

The full-time faculty members in the Department of Political Science provide service to the Department, College, and University. They also, as part of certificate and other interdisciplinary programs, organize events and lectures on campus. The Department of Political Science has co-sponsored events with the Department of Anthropology, the Department of Philosophy, the Department of English, the Department of Sociology, the School of Communication and Multimedia Studies, and the Center for Women, Gender, and Sexuality Studies.

An increasing number of faculty members serve as editors or referees for professional peer-reviewed publications.

In addition to required service, Department faculty members routinely engage with the University community, providing analysis and lectures related to contemporary societal issues. They serve as political analysts for local, national, and international news media; consistently deliver interesting and engaging lectures to the community through neighborhood organizations, religious groups, and political clubs, among many other outlets. Several faculty members also teach for the Lifelong Learning Society, often to sold-out audiences.

The Department welcomed the opportunity to be active in the community during the last two presidential elections. During the 2008 presidential campaign, Department faculty served as members of the University Presidential Debate Committee for the Republican Presidential Primary Debate held on FAU's Boca campus. For the 2012 presidential elections, the

Department organized three Debate Watch Parties and accompanying events, and also participated in the University Stadium Debate Watch.

## **VI. Other Program Goals**

The Political Science Department has fully embraced the QEP and is actively pursuing the QEP goals to enhance undergraduate research and systematic inquiry through a variety of curricular and co-curricular activities. In an effort to meet these goals, the Department has worked to develop an Honors Program that is being inaugurated this year. Political Science students are able to engage in several credit-earning co-curricular activities, including internships, directed independent studies, and the Diplomacy Program. The Department works closely with the Dean of the College of Arts and Letters, the Advisory Board, and the FAU community to raise funds for students to participate in this program. With regard to internships, the Department works with the Vice-President of University Relations, the Development Office of the College of Arts and Letters and the FAU community to continue to be able to provide research based internships for our students.

## **VII. Strengths and Opportunities**

- A. The program provides high quality lower and upper division courses in American government, comparative politics, and international relations.
- B. The program delivers two high-demand IFP courses.
- C. The program provides students with oral and written communication skills and critical thinking skills.
- D. The program provides strong undergraduate and graduate degrees that are useful for the future goals of students, whether they be securing employment in the field or continuing their education.
- E. The program embraces the QEP goals of undergraduate research and inquiry through its Honors in the Major Program, directed independent studies, Diplomacy Program, and internships.
- F. Faculty members in the program have a strong record of scholarly production in peer-reviewed publications.
- G. Faculty members in the program have a strong record of service to the department, college, university, and community.

## **VIII. Weaknesses and Threats**

- A. The program has received no additional full-time faculty lines. Due to budgetary decisions beyond the control of the Department, there has been a 40 percent decrease in

adjunct faculty. This places the Department in a difficult position in terms of sustaining SCH and growing the program.

- B. Due to budgetary constraints, the Department does not have the funding necessary to recruit, particularly out-of-state, for the undergraduate or graduate programs.
- C. The program needs to provide a better sense of the expectations for graduate students and training for graduate teaching assistants.
- D. As mentioned in the 2006 Academic Program Review conducted by Dean Covino, Political Science “struggles with the costs of faculty travel across campuses”.
- E. Due, in part, to a significant loss of adjunct professors on the Davie campus, enrollments on the campus have dropped.
- F. The high cost of living and the relatively low faculty salaries makes it difficult to recruit and retain high quality faculty.

#### IX. **Resource Analysis**

Almost all courses on the Boca campus fill within days of registration becoming available, indicating a demand for additional political science courses. The Department has done all in its power to meet the growing demand, including increasing course caps and offering blended learning and fully online courses. Despite a 10 percent reduction in faculty, there has been an overall increase in enrollments, FTEs, and SCH. The Department needs additional faculty lines in order to be able to meet the growing demand.

#### X. **Future Direction**

The future of the Department of Political Science is strong, with a commitment to providing a high quality curriculum, growing the Honors in the Major program, and increasing dedication to undergraduate research and inquiry.

Questions for review team:

- A. Do the curricula for the undergraduate and graduate programs provide a good balance between core required courses and electives?
- B. What are your general recommendations for program improvement?
- C. Given the current budgetary constraints, what can the Department do to recruit and retain high quality faculty?



**Florida Atlantic University  
Political Science Department  
Program Review  
June 3, 2013**

**Prepared by Ellen Carnaghan (St. Louis University), K.C. Morrison  
(Mississippi State University) and Russell Ivy (Florida Atlantic University)**

**OVERVIEW**

The team of Dr. Ellen Carnaghan, Dr. K. C. Morrison, and Dr. Russell Ivy reviewed FAU's Department of Political Science on April 21-22, 2013. Dr. Aimee Arias, chair of the Department, provided the reviewers with a self-study and other supporting documents. Additionally the review team met with many members of the Department faculty, Associate Provost Diane Alperin, Vice President for Research and Dean of the Graduate College Barry Rosson, Interim Dean of Arts and Letters Heather Coltman, Dean of Undergraduate Studies Ed Pratt, and graduate and undergraduate students in political science.

Given the Department's very limited resources, its faculty provides a strong program that supports the mission of the college and the strategic plan of the university. The mission of the Department "is to offer courses that contribute to the understanding of American politics, comparative politics, and international relations. The program offers a BA and an MA degree. The Department embraces the epistemology of social science research and develops skills important to this field, and many others, including written and oral communication and critical thinking. Curricular and co-curricular initiatives in the Department such as the Honors in the Major program, an increased focus on undergraduate research in conjunction with the Quality Enhancement Plan, internships, contributing to interdisciplinary programs, and offering blended learning and fully online courses are consistent with and complementary to the central mission of Florida Atlantic University. The strengths of the Political Science program are in accordance with the University's strategic plan goals of enriching the educational experience; inspiring research, scholarship, and creative activities; and community engagement." The Department seeks "to engage students in quantitative and qualitative research... [Meanwhile] research opportunities are advanced through ... the Honors Program, Diplomacy Program, research-oriented upper division courses, directed independent studies, and internships in line with the Board of Governors' goals of building world-class academic programs and research capacity, and meeting community needs and fulfilling unique institutional responsibilities."

The observations from the self-study and our interviews with various constituent

groups demonstrate that this is a very strong unit. Its faculty exhibits initiative and ingenuity in performing their responsibilities; the curriculum is largely consistent with best practices in the discipline of Political Science; and the Department is working hard to demonstrate good citizenship in consonance with the institutional mission. The relatively new administrative leader of the Department is particularly strong. She is energetic, thoughtful, innovative, and has a good sense of the big picture. We find that there are very great strengths for potential excellence with this array of highly trained faculty, most of whom demonstrate outsized commitment to the program. Despite its many strengths, there are challenges related to faculty size and recruitment, teaching loads, budgetary problems at Florida Atlantic, and the lack of sufficient administrative support to alleviate any of these challenges.

The demonstrable ways in which the excellence of the faculty is seen is their research productivity and engagement in the teaching enterprise. The record of scholarly production within this group is extraordinary. Between 2008 and 2012 the 13 tenure-track faculty have produced a total of five books, 52 peer-reviewed journal articles, 29 book chapters or other publications. They have also received tens of thousands of dollars in funding for research purposes. They demonstrate an excellent collaborative spirit, in so far as they are involved in co-authorships with each other and with students. This is simply an astounding record for a faculty of this size, whose teaching workloads are heavy indeed.

The faculty also demonstrates strong commitment to students. In our interviews with graduate and undergraduate students alike we found that there were very high opinions of the Department and the faculty members. The unit is attracting a huge number of majors, and graduating them at an increasingly high rate (these rates have increased 26% over the past five years). At the same time they have achieved a retention rate for first-time students at near 100%. At the Boca campus there is also marked improvement in the retention rate of transfer students from Florida community colleges. This is all coupled with the fact that the faculty is doing a huge amount of teaching, with the number of students per class increasing literally from semester to semester. The pressures to teach more students cause the enrollment caps to be increased; under present conditions there is very little choice except to add more students to existing classes.

Several of the faculty members have established a strong Department profile for community engagement. They have achieved visibility as political analysts for local, national, and international news media; they provided lectures for the community and events that provide education about the political process; they participate in the institution's lifelong learning program, which engages citizens who are a non-traditional audience; and they've been incredibly successful in

soliciting funds to underwrite the diplomacy program for undergraduate students.

The curriculum of the Political Science Department is very strong, despite the relatively small size of the faculty. There is reasonable coverage of most of critical subfields in the discipline. This provides excellent preparation for students to go into a number of directions at graduation--graduate school, law school, government service, and other middle level management opportunities. There is an excellent option for capturing the best students by offering them an Honors program, notwithstanding that the university's Honors College is located at a partner campus. Many undergraduate students are able to engage in fundamental research opportunities, one of the strategic goals of the institution. The Department's strong emphasis on communication and critical thinking skills in the social sciences offers a vital component to this aspect of FAU's strategic goals. This emphasis is also an inherent strength especially for majors who are going on to graduate studies or law school. An equally striking dimension available to undergraduate students is the diplomacy program. Undergraduates get a hands-on understanding of the foreign policy process via the Model United Nations program. A corollary to this is that through the community engagement by faculty, a range of in-service learning opportunities (internships) are obtained for students.

There are some major program weaknesses, many of them the result of challenges and decisions beyond the control of the unit. The Department of Political Science appears to suffer from a lack of support from the College of Arts and Letters and from the university as a whole, relative to their contributions to the teaching and research missions of the institution. Some of the interviews, however, suggested that past Chairs of the Political Science Department have not been aggressive in advocating for assistantships and other types of financial support for the unit, and this has led to a disproportionate share for political science as compared to the other social sciences at FAU. This was confirmed by administrators, but no action has been taken to correct the situation. As the self-study reports, in the past five years, despite an overall increase in enrollment of 21percent, there have been no additional faculty lines; the number of graduate assistantships has remained the same while it has increased in other Departments in the College, and the level of funding has been reduced; and, the Department self study claims that they have not received professional assistance with undergraduate advising, as other Departments in the College have.

The faculty size is small, and high enrollments make it difficult to maintain reasonable teaching loads. The faculty members are simply teaching too many students, especially given the research activity of many of them. The small size also makes it difficult to cover the full range of subfields in the discipline. There

are notable deficits in comparative politics (specifically African politics) and political theory. There is some evidence that students transfer to Florida International University because FAU does not offer a sufficient variety of international relations classes.

While the pressure of large course enrollments affects the faculty generally, its impact on junior faculty is especially acute. First, juniors have the routine hurdle of establishing a research and teaching portfolio in a limited timeframe to promotion and tenure assessment. Second, at FAU they are the most research active faculty in the Department, thus bearing an extra teaching obligation while also sustaining the research reputation of the Department. To some degree, the resistance of some senior faculty members to teaching assignments to offset the extra workload of junior faculty exacerbates their situation. Ultimately there is a potential cost in the retention and recruitment of excellent junior personnel.

The division of effort between three campuses exacerbates the shortage of resources at the Boca campus. Two partner campuses feature courses in Political Science in addition to Boca, but because most students are located on the Boca campus this contributes to an unequal share of the workload due to severe enrollment differentials between campuses. Similarly, curricular efforts for attracting Honors students at the Boca campus are inherently diluted because of the location of an Honors College on the Jupiter campus.

Political Science has some weaknesses also as the University aspires to an enhanced status as a research focused institution. This aspiration places a premium on the availability and support for good graduate programs, especially at the doctoral level. The Department of Political Science is hugely disadvantaged for playing a major role in this effort without strong graduate programs. It has no doctoral program, and its Master's degree program, though not without strengths, remains relatively small and unsupported.

## **RECOMMENDATIONS**

In its self-study, the Department asked for general recommendations for program improvement, and this section addresses that question. Many of these recommendations require additional support from the University and College.

1. The University and the College should grant the Department additional faculty lines to meet student demand and allow faculty to focus more on research.

The Department serves a large and growing number of undergraduate majors and graduate students with a small faculty. At present, the student

(major and MA students) to faculty ratio is 42:1. Average class size for undergraduate classes has increased from 38 to 44 over the past five years; and graduate seminar size has also increased to 14-16 students, somewhat past the upper limit for an effective seminar. Almost all courses at the Boca campus fill within days of the start of registration. Additional faculty lines would help the Department address this overwhelming student to faculty ratio, fill gaps in disciplinary coverage particularly in political theory, and African politics, and support the active research agendas of junior faculty through course-reductions. As the University moves in the direction of greater focus on research, a 2-2 course teaching load will be more appropriate than the present 3-2 load, especially for junior faculty. New faculty lines also would be an opportunity to increase the diversity of the faculty, appropriate given the diversity of the student body at FAU.

2. In an increasingly research-oriented University climate, it would be beneficial for the Department to contribute to an existing Ph.D. program.

The Department presently has a large, strong undergraduate program and a small but vital M.A. program. If the Department does not develop a more significant profile in graduate education, it runs the risk of receiving few new resources even as the number of undergraduates taught increases. Such a situation would put even more pressure on research-active faculty and undermine the ability of the Department to perform at the high level that it presently does. Conversations with University administrators indicate that the University is likely to channel scarce resources into areas that support research and graduate education and unlikely to approve new disciplinary Ph.D. programs in the College of Arts and Letters. Consequently, it appears to be in the interest of the Department to forge closer ties to existing graduate programs, either the strong programs in the School of Public Administration or the Comparative Studies Ph.D. in the College of Arts and Letters. Options for a new track for the Comparative Studies Ph.D. that builds on the strengths of the Department's faculty include area or peace studies or a track that focuses on human rights.

3. The College should provide resources to increase the number of GTA's and the amount of GTA stipends, and the University should provide full tuition for a reduced number of hours for part-time GTA's.

The Department currently has nine full-time graduate assistants at annual stipends of \$8000. Assistantships are essential both for the Department to be able to attract and support graduate students and, given an over-stretched faculty and large undergraduate class sections, to be able to

deliver its undergraduate program. It appears that fewer GTA's are allotted to Political Science than to other comparable Departments in the College. With only nine assistantships for a graduate student body that varies between 30 and 40, many M.A. students go without support. Because stipends are low, not only compared to other universities but also to other colleges at FAU, it is hard for the Department to attract M.A. students. Given an overstretched faculty and large undergraduate class sections, it is impossible for the program to reduce the number of assistantships in order to increase the stipends. Indeed, the department often divides assistantships so that more graduate students receive some assistance and also to better address the needs of non-traditional students in the M.A. program. Consequently, the Department's M.A. students were adversely affected by recent University policy changes to provide half-time GTA's with only half of their tuition needs.

These challenges would be reduced by resources from the College and University to increase the number of GTA's in the Political Science Department and the stipend-level across the College. Given insufficient numbers of GTA's to support graduate students and the undergraduate program, it would be helpful to the Department and more fair to its students if part-time GTA's were awarded a full-tuition waiver for a reduced number of hours instead of half tuition for however many hours they take.

4. In order to retain excellent junior faculty, the University needs to work toward improvement in salaries and support for research.

Due to the high cost of living in Palm Beach County and comparatively low faculty salaries, particularly as compared to neighboring Florida International University, the Department reports that it is becoming increasingly difficult to hire and retain high quality professors and instructors. Solving this problem requires a commitment on the part of the University to address inadequacies and inequities in faculty compensation. Attraction and retention of junior faculty also would be helped by the provision of research start-up packages negotiated at time of hire and by course reductions for research-active junior faculty. Start-up packages can insure that junior faculty members have sufficient travel and research support to get their careers started, even in the face of general resource shortages.

In its self-study, the Department asked how it could address this problem. Given the large undergraduate program, strapped budget, and small number of faculty, there is little that the Department can do on its own

and without new resources; however, it might be possible at least to provide course reductions for research-active junior faculty.

5. The Department may consider some changes in the undergraduate and graduate curricula.

While the Department's undergraduate and graduate curricula are strong, there may be ways both to strengthen them and to address some of the challenges of staffing needed courses with a small number of faculty members. The reviewers are not aware of all the constraints on the department, and we offer these only as suggestions for discussion:

In its self-study, the Department asked whether its curricula for the undergraduate and graduate programs provide a good balance between core required courses and electives. Presently, undergraduates have three required courses (POS 2041 Government of the USA, CPO 3003 Comparative Politics, and POS 3703 Research Methods) and graduate students have one (POS 6934 Research Design). While it may not be advisable to increase the number of specific courses that are required at least at the undergraduate level, the Department could require a wider distribution across sub-fields for undergraduates and a more intentional grounding in the discipline or specific aspects of it for graduate students.

Presently, the undergraduate major requires students to take at least nine credits in "American Politics, Political Theory, and Public Policy," and six credits in "World Politics" in addition to the three specifically required courses. Where possible, the subfields could be more clearly differentiated to insure that undergraduates are exposed to as many aspects of the discipline as is practical. Given the shortage of Political Theory courses, greater differentiation may not be possible there without the additional faculty lines; however, greater differentiation between comparative politics and international relations seems to be achievable. Since the major already requires a specific class in comparative politics, it might also require all students to take at least one class in international relations (not necessarily a specific class). At the same time, the requirement that all majors take nine hours in American politics may prevent students interested in other subfields from developing the kind of expertise in a single subfield that would suit their needs or make them stronger candidates for admission to competitive graduate schools.

With only one required class, there is some danger that M.A. students will take a random collection of whatever courses are offered. Good mentoring can address that problem. In addition, it might be useful to think about

developing tracks for graduate students, either with some required courses or with requirements to take certain types of courses. For instance, the department could offer a general, an American politics, and a world politics track – or something more specific that addresses student interests.

The department might offer some classes co-listed at the M.A. and advanced undergraduate level as one way to increase offerings in the face of inadequate resources (5000 level courses). This would be a way to offer more advanced methods courses, for instance, and also to stimulate undergraduate research, a goal of the Department. Perhaps offering some of these co-listed courses would reduce the pressure on faculty, making room for course remissions for research-active junior faculty or for M.A. classes that fulfill specific tracks.

6. The Department, College, and University should consider ways to address unequal faculty loads between campuses.

The Department supports course offerings on three campuses – Boca, Davie, and Jupiter – while most of the students are at the Boca campus. This leads to inequities between the Davie and Boca faculties, with much smaller class sizes at the Davie campus and pressure on the Boca faculty to travel among campuses. Cuts in the number of adjuncts, resulting in part from overall small class sizes at the Davie campus, has further diminished the ability of faculty at the Davie campus to offer an adequate range of classes. If political conditions permitted, the most sensible solution would be to consolidate all faculty and classes on the Boca campus. Failing that direct solution, other strategies may need to be developed to reduce the pressures on the Boca faculty. For instance, faculty members who teach much larger courses or travel between campuses may be entitled to a reduced course load or a larger share of other resources, like travel money.

7. The Department's website could be expanded to include more information about the many exciting things that occur in the Department.

The Department's website provides an adequate, if minimal, introduction to the Department and a thorough list of requirements for various programs. At present, some current faculty CVs are not available on the website, and there is limited information about student accomplishments or exciting contributions like the Diplomacy Program or undergraduate research initiatives. The website could be better used as a promotional tool to help the community and other units in the University appreciate the



vitality of the program. A department newsletter could serve a similar purpose.

## **CONCLUSION**

The Political Science Department is doing incredible work with highly inadequate resources. The strong recommendation of the review committee is that the College and University provide the resources that the Department needs to continue to offer a strong undergraduate program, to strengthen the master's program, and to expand its contribution to existing interdisciplinary doctoral programs. This includes additional faculty lines and GTA's and improvements in compensation for faculty and graduate students alike. With improved resources, Political Science could be a leading department in the University.

**APR Action Plan  
2013**

DEPARTMENT: Political Science

#	Goals and Objectives Action Item	Individual(s) Responsible	Resources Needed	Action Taken/ Status	Projected Start Date	Target Date for Completion	Progress Review Date (if needed)	Funding Request	Dean's Support
<b>Recommendation 1: Increase faculty in order to improve faculty/student ratio</b>									
	Hire new assistant professor for Human Rights Politics and International Relations	Chair and Department Faculty	\$69,306		1-Aug-14	1-Aug-15		\$69,306	The College has submitted a prioritized list of position requests to the Provost, and this position is #3 on that list. If funding becomes available, I will support this recommendation.
	Hire new assistant professor in area to be decided by Department faculty	Chair and Department Faculty	\$69,306		Aug-14	1-Aug-15		\$69,306	There is currently no funding available. Any new position requests need to be prioritized with all other College needs.
<b>Recommendation 2: Participate in existing PhD programs in College and University</b>									
	Discuss opportunities for Department inclusion in Ph.D. program with faculty and Associate Dean Michael Horswell	Chair, Graduate Director, Department faculty, Associate Dean	0		Jan-14	Aug-14		2 GTAs at \$15,000 each = \$30,000	I fully support this initiative to grow the department's presence in the PHD and to consider working with the Public Administration PHD. Other funding sources could be utilized to launch this initiative, however, ultimately new College funding would be required.
<b>Recommendation 3: Request additional GTA stipends to maintain growth in graduate program</b>									
	3 additional full-time Tas	Dean, College of Arts and Letters	\$24,000		Jan-14	Jan-14		\$24,000	If new funding is provided the College, I support this request. I am also looking into reallocation of resources from under-performing MA and MFA programs.

**APR Action Plan  
2013**

#	Goals and Objectives Action Item	Individual(s) Responsible	Resources Needed	Action Taken/ Status	Projected Start Date	Target Date for Completion	Progress Review Date (if needed)	Funding Request	Dean's Support
<b>Recommendation 4: Increase salaries for faculty and staff in order to retain quality professors and staff</b>									
	Faculty salaries are significantly lower than the national and local averages.								This is determined by UFF bargaining with upper administration.
<b>Recommendation 5: Review curricula at undergraduate and graduate levels</b>									
	Propose adding INR 2002 as required course and balancing major requirements between American and International/Comparative Politics	Chair, Undergraduate Director, Department Faculty	0		Oct-13	Aug-14		no	I support this recommendation.
	Revise graduate curriculum to include a total of 3 requirements (2 in area studies and 1 research design class)	Chair, Graduate Director, Department Faculty	0		spring 2013	spring 2013		no	I support this recommendation.
<b>Recommendation 6: Balance work loads between Davie and Boca campus faculty</b>									
	Transfer Dr. DeRosa to Boca campus	Dr. DeRosa, Chair, Dean, Provost, Department Faculty	\$500-\$7000		Jun-13	Jan-14		no	Discussions are ongoing with the Associate Provost for Broward campuses and a decision will be made during the 2013-14 academic year.
<b>Recommendation 7: Improve dept. website</b>									
	Redesign website	Chair and Department Faculty	\$1,500		May-13	Jan-14		no	I support this effort. If dept. expense budget cannot cover this, then the College will consider providing funding.