

**New Program Proposal  
 Master of Arts in International Politics and Military Affairs  
 The Citadel**

**Summary**

The Citadel requests approval to offer a program leading to the Master of Arts in International Politics and Military Affairs, to be implemented in Fall 2015 through distance education (blended instruction). The following chart provides the stages of review for the proposal. The Advisory Committee on Academic Programs (ACAP) voted to recommend approval of the proposal. The full program proposal and a response document from The Citadel are attached.

<b>Stages of Consideration</b>	<b>Date</b>	<b>Comments</b>
Program Proposal Received	1/5/15	Not Applicable
ACAP Consideration	2/12/15	ACAP members discussed the need for the proposed program. Comments from The Citadel: <ul style="list-style-type: none"> <li>• An acknowledgment of the shortages in library resources. Resources are forthcoming to reinforce holdings.</li> <li>• To implement the new program, The Citadel will reallocate faculty positions.</li> <li>• No new support staff will be hired until 2016-2017.</li> </ul>
Comments and suggestions from CHE staff sent to the institution	2/18/15	Staff requested the following revisions or explanations: <ul style="list-style-type: none"> <li>• Resubmission of the application using the fillable form</li> <li>• Clarification of pedagogy</li> <li>• Details that explain how long-distance internship sites will be monitored to ensure quality learning experiences for students</li> <li>• For the review of students' written theses, explaining the qualifications and purposes of the third outside reader</li> <li>• An explanation of the reallocation of existing funds</li> <li>• Clarification of total credit hours and potential articulation agreements</li> </ul>
Program Proposal Resubmitted	3/19/15	<ul style="list-style-type: none"> <li>• In lieu of a revised proposal, the original content was resubmitted in the fillable format required for all new applications, accompanied by an attachment (included) with responses to ACAP and CHE staff requests for additional information.</li> <li>• The responses satisfactorily addressed the requests for clarification.</li> </ul>

**Recommendation**

The staff recommends that the Committee on Academic Affairs and Licensing commend favorably to the Commission the program leading to the Master of Arts in International Politics and Military Affairs, to be implemented in Fall 2015.

## NEW PROGRAM PROPOSAL

Name of Institution

The Citadel

Name of Program (include concentrations, options, and tracks)

Master of Arts in International Politics and Military Affairs

Program Designation

- Associate's Degree                       Master's Degree  
 Bachelor's Degree: 4 Year               Specialist  
 Bachelor's Degree: 5 Year               Doctoral Degree: Research/Scholarship (e.g., Ph.D. and DMA)  
 Doctoral Degree: Professional Practice (e.g., Ed.D., D.N.P., J.D., Pharm.D., and M.D.)

Does the program qualify for supplemental Palmetto Fellows and LIFE Scholarship awards?

- Yes  
 No

Proposed Date of Implementation

CIP Code

Fall 2015

451001

Delivery Site(s)

The Citadel

Delivery Mode

- Traditional/face-to-face\*  
\*select if less than 50% online
- Distance Education  
 100% online  
 Blended (more than 50% online)  
 Other distance education

Program Contact Information (name, title, telephone number, and email address)

DuBose Kapeluck, Ph.D., Professor of Political Science  
843-953-2037, kapeluckb1@citadel.edu

Institutional Approvals and Dates of Approval

The Citadel Graduate Council    January 14, 2014  
The Citadel Academic Board    January 21, 2014  
Institutional Approval            January 2, 2015

## **NEW PROGRAM PROPOSAL**

### **Background Information**

State the nature and purpose of the proposed program, including target audience and centrality to institutional mission. (1500 characters)

The Master of Arts in International Politics and Military Affairs at The Citadel is designed to meet the needs of the US military and federal governmental agencies as well as international governmental and non-governmental organizations, multinational business enterprises, and others interested in gaining greater knowledge about the field of international politics.

This program is designed to prepare international affairs professionals who wish to gain a broad understanding of the increasingly complex political, economic, and social issues that transcend national boundaries. It offers students an opportunity to expand their knowledge of the theoretical and policy issues affected by international politics and culture, the ideas and values that influence the behavior of state and non-state actors, and the leadership principles needed to wrestle with everyday political and organizational life. It is designed to help students hone the critical thinking, analytical, leadership, and communication skills needed to successfully foster transnational relationships in an increasingly globalized environment.

Unlike 'traditional' graduate programs that tend to take a highly theoretical and conceptual track in preparing students for further academic research, The Citadel's proposed master's program would take a 'nuts-and-bolts' approach to develop international affairs professionals with the practical skills needed to pursue careers as military officers, policy analysts, foreign service officers, international civil servants, and business leaders as well as positions related to economic development, nation building, and humanitarian affairs. Also, unlike many other programs currently offered in South Carolina, The Citadel master's program would be available wholly online, thus potentially reaching an international body of student participants.

#### Centrality of the program

Given The Citadel's history, reputation, and affiliation with the military and federal agencies, it is well positioned to educate graduate students for careers in these areas. Unlike 'traditional' graduate programs that tend to take a highly theoretical and conceptual track in preparing students for further academic research, the Citadel's proposed master's program would be policy based, taking a 'nuts-and-bolts' approach to develop international affairs professionals with the practical skills needed to pursue careers as military officers, policy analysts, foreign service officers, international civil servants, and business leaders as well as positions related to economic development, nation building, and humanitarian affairs. Also, unlike many other programs currently offered in South Carolina, The Citadel master's program would be available wholly online, thus potentially reaching an international body of student participants.

The proposed program is consistent with The Citadel's mission to prepare students for "post-graduate positions of leadership through academic programs of recognized excellence supported by the best features of a military environment" and to provide diverse opportunities for professional development.

#### Degree Mission Statement

The mission for The Citadel's Master of International Politics and Military Affairs is to prepare students for productive careers in the military, government (especially in diplomacy, trade, and intelligence), and international civil service, as well as in private business and the non-profit sector. By combining current theory, research, and experience, the program provides coursework that is intellectually rigorous and emphasizes key skills related to analytical writing and research as well as statesmanship, critical thinking, and general international sophistication.

## NEW PROGRAM PROPOSAL

List the program objectives. (2000 characters)

Students who graduate with a master's degree in international politics and military affairs from The Citadel will demonstrate the following:

- in-depth understanding of current global and international issues facing the United States;
- working knowledge of the main concepts, theories, and methods relevant to the field of international politics;
- ability to apply the main concepts, theories, and methods used in international politics to the analysis of specific problems and events;
- ability to present clear, concise, and compelling summaries and analyses of relevant texts, topics, and issues;
- knowledge of the organizational structures and operations of the primary domestic and international institutions engaged in transnational and global political affairs;
- understanding of leadership principles as they apply to the military, foreign service, and other governmental and international agencies;
- understanding of the role of ethics and integrity for US military, diplomatic, and intelligence professionals
- ability to engage in research and policy analysis of domestic and international political and security-related issues;
- advanced critical-thinking skills;
- ability to collaborate and work effectively in teams.

### Assessment of Need

Provide an assessment of the need for the program for the institution, the state, the region, and beyond, if applicable. (1500 characters)

## NEW PROGRAM PROPOSAL

The need for this program is rooted in the increasing demand for trained professionals in nearly all fields engaged in international politics and military affairs. Although international politics is a highly specialized field, its applications in the job market are diverse and varied. This makes quantification extremely difficult. However, success in any branch of the military depends on a good education, and a graduate or professional degree is usually required for promotion to senior ranks. In August 2011, more than 2.3 million people were serving as officers in the US Armed Forces, and about 165,000 personnel are expected to be recruited each year in the period through 2020 to replace those who complete their service or retire (<http://www.bls.gov/ooh/military/military-careers.htm>). Many of these officers are in positions directly related to peace keeping, nation building, or other areas that fall within the purview of international politics.

Outside of the military, areas of employment in international politics generally fall into three broad areas: public (government), private (business) and non-profit (<http://www.apsia.org/careers/career-opportunities-in-international-affairs/>). A large number of professionals with graduate degrees in international politics take up positions in government. The federal government is the largest employer in the United States, with about 1.8 million personnel. Professionals in international politics take positions not only in well-known agencies, such as the Department of State, the Office of the US Trade Representative, and the Agency for International Development, but also in other federal departments and agencies, as well as Congressional offices and lobbies on Capitol Hill. In addition to the US Government, careers in international civil service span more than 111 organizations (<http://unjobs.org/organizations>) across the globe.

In the private sector, international politics professionals take jobs in management, consulting, political risk analysis, international business, and journalism. They also work in a wide range of non-profit associations, foundations, and think tanks. For example, the United Nations lists more than 3,536 non-governmental organizations engaged in humanitarian relief, economic development, and education (<http://www.un.org/disabilities/default.asp?id=1482>). The US Bureau of Labor Statistics projects employment in the field of political science, generally, to grow 8 percent from 2010 to 2020. At the more local level, the demand for this education has grown in South Carolina. Because of Charleston's position as a deep-water port, the state is becoming a hub for international businesses, ranging from major defense contractors, like Boeing and SAIC, to global manufacturers, like InterTech and BMW, to services industries related to finance, consulting, and research. Based on information obtained from the Charleston Defense Contractors Association and the SC Upstate Alliance, the state currently hosts more than 195 major corporations with international reach.

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## NEW PROGRAM PROPOSAL

### Employment Opportunities

Is specific employment/workforce data available to support the proposed program?

Yes

No

If yes, complete the table and the component that follows the table on page 4. If no, complete the single narrative response component on page 5 beginning with "Provide supporting evidence."

**NEW PROGRAM PROPOSAL**

<b>Employment Opportunities</b>			
<b>Occupation</b>	<b>Expected Number of Jobs</b>	<b>Employment Projection</b>	<b>Data Source</b>

Provide additional information regarding anticipated employment opportunities for graduates.  
(1000 characters)

## NEW PROGRAM PROPOSAL

Provide supporting evidence of anticipated employment opportunities for graduates, including a statement that clearly articulates what the program prepares graduates to do, any documented citations that suggests a correlation between this program and future employment, and other relevant information. Please cite specific resources, as appropriate. (3000 characters)

**Note: Only complete this if the Employment Opportunities table and the section that follows the table on page 4 have not previously been completed.**

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Will the proposed program impact any existing degree programs and services at the institution (e.g., course offerings or enrollment)?

Yes

No

If yes, explain. (500 characters)

The Citadel currently offers graduate courses in Intelligence and Security Studies, in Homeland Security, and in Leadership, as well as the MA in Social Science. While there is no direct overlap between these fields and the proposed master's degree in International Politics and Military Affairs, the proposed program fits well with these current offerings in a way that further enhances The Citadel's services and reputation.

**NEW PROGRAM PROPOSAL**

**List of Similar Programs in South Carolina**

<b>Program Name</b>	<b>Institution</b>	<b>Similarities</b>	<b>Differences</b>
<p>Given its online delivery and practical approach to the field, the proposed master's program in international politics and military affairs does not duplicate any programs currently offered either at The Citadel or other institutions in South Carolina. Although the proposed program is not currently linked with similar programs offered by other institutions in the state, we would be pleased to engage in collaborative efforts should the opportunity arise.</p>			

**NEW PROGRAM PROPOSAL**

**Description of the Program**

Projected Enrollment						
Year	Fall		Spring		Summer	
	Headcount	Credit Hours	Headcount	Credit Hours	Headcount	Credit Hours
2015-16	5	30	5	30	5	90
2016-17	17*	102	17	102	12	276
2017-18	38**	228	38	228	21	582
2018-19	49***	294	49	294	22	720
2019-20	50****	300	50	300	22	732

\*Students who completed first year plus 12 new students.

\*\*Assumes 5 remaining from cohort 1, 12 continuing in cohort 2, plus 21 new students in cohort 3.

\*\*\*Assumes 6 remaining from cohort 2, 21 students in cohort 3, plus 22 new students in cohort 4.

\*\*\*\*Assumes 6 remaining from cohort 3, 22 students in cohort 4, plus 22 new students in cohort 5.

Besides the general institutional admission requirements, are there any separate or additional admission requirements for the proposed program?

Yes

No

If yes, explain. (1000 characters)

1. Complete and return a graduate application form, along with the appropriate non-refundable application fee, to The Citadel Graduate College (CGC), Bond Hall Room 101.
2. An official transcript of the baccalaureate degree and all other undergraduate or graduate work directly from each regionally accredited college or university attended.
3. All students who are residents of the United States must successfully complete either the Graduate Record Examination (GRE) or the Miller Analogies Test (MAT). Students who are non-residents of the United States must provide at least two academic letters of recommendation that address their ability to undertake course work at the graduate level.
4. The minimum for the GRE is a verbal and quantitative combination of 290. The minimum for the MAT is a score of 396. Students who fail to meet the minimum score requirement may be provisionally accepted into the MA degree program provided all other admission requirements have been met. Students who score between 283-289 on the GRE or 380-395 on the MAT may apply for provisional status. Upon completion of the first eight hours of degree coursework, with a minimum GPA of 3.50, the student is considered fully admitted. Admission tests must be current within five (5) years of application, and official scores must be sent directly to the CGC office at the request of the student.
5. Completed Program of Study with academic advisor.

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Are there any special articulation agreements for the proposed program?

Yes

No

If yes, identify. (1000 characters)

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**NEW PROGRAM PROPOSAL**

<b>Curriculum by Category*</b>			
<b>Required Core (6 hours)</b>			
PSCI 500 Social Science Seminar	3		
PSCI 501 Research Methods in Social Sciences	3		
<b>Electives (30 hours)</b>	3		
PSCI 565 International Politics	3		
PSCI 567 Conflict Studies	3		
PSCI 568 US Foreign Policy	3		
PSCI 566 International Political Economy	3		
PSCI 569 International Organization	3		
PSCI 570 Comparative Politics	3		
PSCI 571 Political Theory	3		
PSCI 572 National Security	3		
PSCI 573 Politics of Economic Development (service-learning)	3		
PSCI 574 Global Issues	3		
PSCI 575 US Foreign Policy Leadership	3		
PSCI 576 International Law	3		

\* Add category titles to the table (e.g., major, core, general education, concentration, electives, etc.)

Total Credit Hours Required      36

## NEW PROGRAM PROPOSAL

### Course Descriptions for New Courses

Course Name	Description
PSCI 565 - International Politics	By interlinking the study of international politics, global affairs, and geopolitics, this course aims to provide graduate students with a “nuts-and-bolts” foundation for further study and work in the field. It applies the major theories, concepts, and debates in international politics to “real-world” events and issues to help students fully grasp the nature and relevance of this field of study. It intertwines readings and discussion with students’ own thinking to encourage critical thinking, analysis, research, and communication skills.
PSCI 567 - Conflict Studies	<p>What causes war? What causes intergroup conflict short of war? Why do groups of people systematically kill other groups of people? What do we need to know to prevent conflict/war if possible, and prepare for it when necessary? Is it possible to prevent conflict/war (or prepare for it) if it is often caused by accidents, miscalculation, and misperception?</p> <p>With these questions in mind, this course will develop your ability to analyze the causes, conduct, and consequences of intergroup conflict and war. We will begin by exploring the consequences of war for personal, national, international, and global security. We will then examine theories about the causes of war and apply them to understand the occurrence of World War I, World War II, and the Cold War. Next, we will explore the conduct and consequences of these wars at the doctrinal, strategic, operational, and tactical levels. Finally, we will discuss contemporary issues in war, peace, and security, including the causes, conduct, and consequences of the war on terror and the war in Iraq, weapons proliferation, the future of military technology, the rise of new great powers, humanitarian intervention, and alternatives to war.</p> <p>During the course, you will develop critical reading skills by evaluating other scholars’ theories, arguments, and evidence. As will become apparent, there are numerous theories that attempt to explain what causes war and/or peace. You are encouraged to challenge these theories and arguments.</p>
PSCI 568 - US Foreign Policy	<p>This course will address two major topics: (1) the constitutional and structural foundations of the American foreign policymaking process, through a consideration of the presidency, executive institutions (the state department, department of defense, the intelligence community, and Congress, as well as the ongoing dynamic relations among these actors. The role and impact of other relevant actors in the foreign policy formation process (i.e., the media, interest groups, as well as that of public opinion will also be addressed. (2) The second no less important issue we will address is that of globalization on the choices and freedom of action the United States had enjoyed since the end of WW II. The emergence of a transformed geopolitical environment as well will be reviewed.</p> <p>Students will be guided in analyzing the new context of American foreign policy as follows: (a) engaging in individual and small group analysis and presentation on individual foreign policy cases, to wit., researching how impact of American foreign policy is interpreted by leaders and publics in selected countries; (b) looking at survey research to understand the shaping and role of American public opinion on the foreign policy process; and (3) cross-comparison of the views of various activist elite foreign policy influencers, and the manner in which these views enter the formal foreign policymaking process (for example, the cycling of key policymakers from government to think tanks, the media, and academic institutions.</p> <p>Students will be expected to complete a comprehensive final exam as well as submit a research paper on a topic derived from the course content. Students with relevant experiences (such as military or government service, may with the instructors permission utilize such documentable experience in their research paper.</p>

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<b>Course Name</b>	<b>Description</b>
PSCI 566 - International Political Economy	<p>This course examines the relationship between economic and political behavior and the various ways in which domestic and international “agents” use political processes, institutions, and regimes to influence state policies and the international environment. In doing so, it analyses why and how politics and economics interact to shape the way we live.</p> <p>The course contains three parts. The first focuses on the major theoretical perspectives on political economy, including mercantilism, liberalism, and Marxism. The second examines some of the major components of the modern world economy: multilateral trade, domestic trade policy, international finance, and monetary policy and exchange rates. Finally, the course investigates current issues in international political economy, such as the North-South gap, the role of multinational corporations, and the effects of globalization.</p>
PSCI 569 - International Organization	<p>This course examines the development and growth of international organizations and their relationship between each other as well as their member states. It focuses on the internal dynamics of the organizations as well as their external manifestations in sub-regional, regional, and global policies and programs. The organizations covered in the course are the United Nations, the North Atlantic Treaty Organization, the African Union, and the Arab League. The emphasis behind each organization is its origins, growth, and change. The course reviews the establishment of the United Nations and the original attempts by member states to correct the failures of the League of Nations before following the political and economic development of the organization. The North Atlantic Treaty Organization is examined in terms of its origins and how the organization continued to modify its purpose and mission as international dynamics altered around it. This will be compared to the defunct South East Asian Treaty Organization with the purpose of understanding why the former succeeded and the later failed. The course covers how and why the African Union was conceived from the Organization of African Unity and the development and progression of its policies to form a continental customs union and common market through the work of regional economic commissions. The Arab League is examined in terms of its original purpose, how and why the organization decreased in effectiveness, the growth of sub-regional organizations to carry out its original purpose, and its recent resurgence as a single voice for its members.</p>
PSCI 570 - Comparative Politics	<p>This course introduces students to the core themes, ideological debates, and methodological approaches used in the field of comparative politics. In doing so, it encourages students to examine some of the questions of enduring interest to political scientists, including the origins and influence of the state, the causes and consequences of authoritarian and democratic forms of government. It also looks at variations within regime types and how they may affect the function of key political institutions and overall governance. As students engage with these questions, they will explore the interaction between economic, social, historical, and institutional factors in explaining political developments. Critical thinking and the ability to articulate clearly the strengths and weaknesses of different approaches are stressed throughout the course.</p>
PSCI 571 - Political Theory	<p>This course explores major theoretical writing related to international politics from the ancient Greeks to the present day. Throughout the course, emphasis is placed on a comparison of ideas and on the relationships between theories and contemporary problems.</p>

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<b>Course Name</b>	<b>Description</b>
PSCI 572 - National Security	<p>This course is an examination of the numerous and interrelated components of American national security policy and decision-making process. Factors, both internal and external, affecting US security interests will also be considered. Of note, this course is not a general survey of international security.</p> <p>The purpose of this course is to introduce you to the security policy of the United States. Please note that security policy is not the same as defense policy and is much broader in scope. In order to accomplish this objective, we shall examine the nature of military power, the evolution of American strategic thought, the organization of the US defense establishment, the nature of defense policymaking within the executive branch and its relations with Congress, the continuing concept of deterrence, the new challenges, economic aspects of security, arms control, and a brief examination of the importance for US security of various regions of the world. The political utility of military force in foreign policy will also be examined. By the end of the course, you should have an understanding of the nature of the security problems which face this country.</p>
PSCI 574 - Global Issues	<p>The course will review the new context for state interaction and global order. The most significant question is whether the international community can weather the storm of new challenges and threats without a central gatekeeper, such as the United States. Globalization has also given other states (established and newly emerging powers) opportunities to exploit the inability of the United States to foment a new architecture of stability and order. Follower states have found opportunities (many derived from the expanding and deepening global trading system) to undermine American dominance. Also, some states have moved to establish regional political and security alliances that not only speak to their needs (counter-terrorism, immigration, and natural resource exploitation, for example) but also dilute the “traditional” influence of the United States in these matters. At the same time, there has been a proliferation of “non-state actors” who are able to capitalize on the measurable weakening of national authority and the hesitancy of nation-states to coherently identify, define, and deal with the new challenges.</p> <p>Students will review the impact of global issues from two perspectives: (1) challenges and (2) opportunities within the framework that the traditional role of states as “gatekeepers,” buffering and processing challenges to stability and order has been gradually been transformed. Throughout the course, student groups will take up several issues and proceed to analyze whether international institutions such as the United Nations, and regional and functional non-governmental organizations (NGOs) are in fact dysfunctional when confronted with the challenges of globalization. Student groups will also address the question of whether the Cold War origins and patterning of these NGOs are obstacles to the development of flexible and creative strategies. Finally, although it might be fairly argued that the traditionally conceived state’s influence and role has been diminished, it can also be proposed that the state system will not wither away quietly, and that states will engage in behavior necessary to protect and grow their influence—newly emerging states may resist the influence of older states, but the former seeks similar symbols of power and behave in ways to enhance their own economic and political power on the world stage.</p> <p>Students will be required to complete a comprehensive final exam and to submit a research paper that may be derived from one or more of the paradoxes and contradictions described above. Students with relevant experiences in the private sector, government, military, or non-governmental organizations may, with the permission of the instructor use such experiences to shape their research paradigms.</p>

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<b>Course Name</b>	<b>Description</b>
<p>PSCI 575 - US Foreign Policy Leadership</p>	<p>This course examines the various principles and models of leadership and applies them to US Foreign Policy decision making with an emphasis on the leadership styles exhibited by different US presidents, secretaries of state, and national security advisers. The course covers leadership and decision making from the individual and group level perspectives and includes factors related to personal psychology, group dynamics, models of bureaucracy, evaluation of inputs, and interpretation/misinterpretation of information. The course applies these factors to a series of major US foreign policy decisions covering topics that include deploying the military, political negotiations, and economic bargaining. The case studies also range from those where a leadership decision must be made within hours or days to those where the decision required a year or more for formulation. In each case study, the leadership styles of the US president, secretary of state, and national security adviser (and in some cases the secretary of defense) are analyzed in terms of the principles and models of leadership and decision making.</p>
<p>PSCI 576 - International Law</p>	<p>This course is an introduction to public international law for students of international relations. The primary purpose of this course is to enhance students' understanding of the ways in which international law orders international politics. Why do sovereign states voluntarily forfeit maximum independence and agree to constrain their behavior in the international system? How and to what extent has international law been used in resolving conflicts between nations? How and to what extent has it facilitated the achievement of common goals? What is the relationship between international law and states' foreign policies? Emphasis throughout the course is on the substantive rules of the law, the relationship between law and politics, and on the historical episodes that illustrate the issues.</p> <p>Although we will be analyzing a number of historical case studies, a special effort is made to relate the course material to international incidents and conflicts in the past decade: the United States' and NATO's use of force in Kosovo, Libya and U.S. use of force in Afghanistan and Iraq; the issue of war crimes and the formation of the International Criminal Court; international legal issues related to international terrorism; the development of the World Trade Organization; and the development of international human rights law and the prohibition of torture.</p> <p>In addition to the analysis of international law and its relationship to international order and states' behavior, this course will also investigate the role of ethics and morality in international politics. While related, international law and international ethics represent two distinct influences on states' actions. Obviously, some forms of activity may be technically legal yet regarded by many as unethical; and vice versa. To what extent do ethics and morality matter in international politics? In an international system comprised of about 200 sovereign states, what exactly constitutes moral or ethical behavior? Should domestic or international audiences be the judge of states' actions? Even if we can agree that states' should act morally, what happens if others do not? Who determines what constitutes "morally acceptable" behavior?</p>

**NEW PROGRAM PROPOSAL**

**Faculty**

<b>Faculty and Administrative Personnel</b>				
<b>Rank</b>	<b>Full- or Part-time</b>	<b>Courses Taught or To be Taught, Including Term, Course Number &amp; Title, Credit Hours</b>	<b>Academic Degrees and Coursework Relevant to Courses Taught, Including Institution and Major</b>	<b>Other Qualifications and Comments (i.e., explain role and/or changes in assignment)</b>
Associate Professor 1	Full	PSCI 500 Social Science Seminar PSCI 565 International Politics PSCI 566 International Political Economy PSCI 570 Comparative Politics PSCI 573 Politics of Economic Development (service-learning)	Ph.D. Political Science	
Professor 2	Full	PSCI 569 International Organization PSCI 575 US Foreign Policy Leadership	Ph.D. Political Science	
Professor 3	Full	PSCI 501 Research Methods in Social Sciences	Ph.D. Political Science	
Professor 4	Full	PSCI 568 US Foreign Policy PSCI 572 National Security PSCI 574 Global Issues	Ph.D. Political Science	
Associate Professor 5	Full	PSCI 567 Conflict Studies PSCI 576 International Law	Ph.D. Political Science	
Assistant Professor 6	Full	PSCI 571 Political Theory	Ph.D. Political Science	

Note: Individuals should be listed with program supervisor positions listed first. Identify any new faculty with an asterisk next to their rank.



**NEW PROGRAM PROPOSAL**

	Present		
HAPI (Hispanic American Periodicals Index)	Authoritative, worldwide information about Central and South America, Mexico, the Caribbean basin, the United States-Mexico border region, and Hispanics in the United States. Coverage: 1970 - Present	No	\$1750
Historical Abstracts with Full Text	Index to journal articles in history, especially non-US history. Coverage: 1954 - Present	Yes	
International Index to Black Periodicals Full Text (IIBP)	Use to find articles from over 150 scholarly and popular journals, newspapers and newsletters from the United States, Africa and the Caribbean, and from 40 core Black Studies periodicals from 1998 to the present. Coverage: 1902 - Present	No	
Jane's Defense and Security Analysis	News, information and analysis for information on defense, geopolitics, transport and police industries and issues	Yes	
Worldwide Political Science Abstracts	Covers over 1000 journals that cover political science related fields including law, public administration/policy, and international relations. Coverage: 1975 – Present	Yes	
<b>Interdisciplinary</b>			
Academic Search Complete	Interdisciplinary resource with both popular, scholarly, and peer-reviewed articles and citations. Coverage: 1975 - Present	Yes	
Access World News: Research Collection	International, national, regional, state, and local newspaper articles and video clips. Coverage: Dates Vary	No	
FRANCIS	Use to find multilingual, multidisciplinary research from a European perspective in the arts & humanities and social sciences. Coverage: 1984 - Present	No	
JSTOR	Although it does not provide access to the most recently published articles, JSTOR is a large archival collection of core scholarly journals in the major academic areas. Coverage: Date Varies	Yes	
LexisNexis Academic	Extensive online archive of news from newspapers, magazines, legal resources, medical resources, and more - updated daily. Coverage: Date Varies	Yes	
Project MUSE	Online archive of journals in the humanities and social sciences. Coverage: Dates Vary	Yes	
Web of Science	Indexes information for more than 8,600 journals and other research materials covering disciplines in the sciences, arts and humanities, and social sciences. Coverage: 1900 - Present	No	
WorldCat	Online catalog of materials owned by libraries worldwide. Coverage: dates vary	Yes	
World News Connection	Contains materials provided to the National Technical Information Service (NTIS) by the Foreign Broadcast Information Service (FBIS). The reports are full text, English translations of foreign news sources and information. Coverage 1995-2013 (ProQuest)	Yes	
<b>DATA RESOURCES</b>			
IMF Prememeir Statistical	Comprehensive economic and financial data, including International Financial Statistics, Balance	No	\$1,825

**NEW PROGRAM PROPOSAL**

Resources	of Payments Statistics, Direction of Trade Statistics, and Government Finance Statistics. Coverage: Dates Vary		
Proquest Statistical Insight	Aggregated datasets from national governments, international organizations, and research firms. Coverage: Current. (ProQuest)	No	Varies by institution size
World Development Indicators (WDI Online)	Data source on the global economy containing statistical data for over 550 development indicators and time series data for over 200 countries and 18 country groups. Coverage: 1960 - Present	Yes	
<b>REFERENCES</b>			
Dictionary of languages	Guide to the languages of the world, comprehensively detailing more than 400 languages (Credo Reference)	Yes	
<b>Encyclopedias</b>			
Credo Reference	Includes up to 700 online reference books including encyclopedias, dictionaries, thesauri and books of quotations and proverbs from a variety of publishers. Coverage: Present	Yes	
Encyclopaedia Britannica Online	Fulltext of the Encyclopaedia with links to Internet resources. Coverage: Continuously updated	Yes	
Encyclopedia of Global Change	Investigates all types of phenomena that change life on Earth including altered ecosystems, climate change, food and water supply, population, politics and global change, institutions and policies, biographies, and case studies. Coverage: Published 2005	No	
Encyclopedia of Human Rights	Coverage of all aspects of human rights theory, practice, law, and history in over 300 entries signed by leading scholars and human rights experts. Coverage: Published 2009	Yes	
Encyclopedia of Nationalism: Fundamental Themes	Captures the concepts, figures, movements, and events of nationalism.	Yes	
Encyclopedia of Nationalism: Leaders, Movements, and Concepts	Captures the concepts, figures, movements, and events of nationalism.	Yes	
The Europa World Year Book	Provides political, economic, demographic, commercial, and governmental information for countries of the world.	Yes	
Oxford Reference Online	Resource of reference materials including about 100 dictionary, language reference, and subject reference works published by Oxford University Press. Coverage: Current	No	Varies by institution size
<b>General Reference</b>			
Political Handbook of the World	Concise summaries of political parties, government, demographics, and communications information arranged by country.	Yes	
The Statesman's Yearbook Online	Contains information essential for diplomats, politicians and all those involved with international affairs. It includes reliable information on all 194 countries in the world plus states and dependencies,	No	Varies by institution size

**NEW PROGRAM PROPOSAL**

	covering key historical events, population, economy, trade, and infrastructure. Coverage 1984 to present.		
Yearbook of International Organizations Online	The most comprehensive reference work on 67,000 international organizations, non-profits, and associations worldwide. Coverage 1907 to present.	No	\$3,030.00

PASCAL will impact the proposed degree in the following manner:

Electronic books from EBL and EBSCO will be purchased at the PASCAL level beginning in FY2016. The Citadel's existing ebrary subscription, Academic Complete, was replaced by the PASCAL package purchased in late 2014.

- 18,624 items (e.g., chapters as well as book titles) were retrieved using keyword search "international politics" in PASCAL. Of these, 2,459 were available as ebooks. A similar keyword search using "international politics" retrieved 55,777 full-text journal articles in EBSCO.
- 26,036 items (e.g. chapters as well as book titles) were retrieved using keyword search "foreign policy" in PASCAL. Of these, 2,345 were available as ebooks. A similar keyword using "foreign policy" retrieved 100,301 full-text journal articles in EBSCO.
- 5,217 items (e.g. chapters as well as book titles) were retrieved using keyword search "defense policy" in PASCAL. Of these, 418 were available as ebooks. A similar keyword searching, using "defense policy" retrieved 20,221 full-text journal articles in EBSCO.

**Student Support Services**

Identify academic support services needed for the proposed program and any additional estimated costs associated with these services. (500 characters)

No additional academic support services are expected to be required for the proposed program, as The Citadel already offers a wide array of educational support services for its student body, which currently includes undergraduate cadets, evening undergraduate, veteran, and graduate students. These services include guidance with learning strategies, tutoring, a writing lab, and advising. The Citadel's veteran's program also provides advising, tutoring, and disability services for veteran day and evening students, as well as a dedicated veterans center, which is open to undergraduate and graduate students. In addition, the librarians at The Citadel's Daniel Library offer students assistance with research strategies and resources.

**Physical Resources**

Identify any new instructional equipment needed for the proposed program. (500 characters)

None

## NEW PROGRAM PROPOSAL

Will any extraordinary physical facilities be needed to support the proposed program?

Yes

No

Identify the physical facilities needed to support the program and the institution's plan for meeting the requirements, including new facilities or modifications to existing facilities. (1000 characters)

None

**NEW PROGRAM PROPOSAL**

**Financial Support**

<b>Estimated New Costs by Year</b>						
<b>Category</b>	<b>1<sup>st</sup></b>	<b>2<sup>nd</sup></b>	<b>3<sup>rd</sup></b>	<b>4<sup>th</sup></b>	<b>5<sup>th</sup></b>	<b>Total</b>
Program Administration	0	0	0	0	0	0
Faculty and Staff Salaries	30,000	30,000	40,000	50,000	50,000	200,000
Graduate Assistants		8,000	8,000	8,000	8,000	32,000
Equipment	0	0	0	0	0	0
Facilities	0	0	0	0	0	0
Supplies and Materials	0	0	0	0	0	0
Library Resources	0	15,000	15,000	15,000	15,000	60,000
Other* - Course design & development	15,000	15,000	15,000	15,000	0	60,000
Other* - Marketing	40,000	40,000	40,000	40,000	40,000	200,000
<b>Total</b>	<b>85,000</b>	<b>108,000</b>	<b>118,000</b>	<b>128,000</b>	<b>113,000</b>	<b>552,000</b>
<b>Sources of Financing</b>						
<b>Category</b>	<b>1<sup>st</sup></b>	<b>2<sup>nd</sup></b>	<b>3<sup>rd</sup></b>	<b>4<sup>th</sup></b>	<b>5<sup>th</sup></b>	<b>Total</b>
Tuition Funding	67,752	206,484	433,404	539,868	550,620	1,798,128
Program-Specific Fees						
State Funding (i.e., Special State Appropriation)*						
Reallocation of Existing Funds*	30,000					30,000
Federal Funding*						
Other Funding*						
<b>Total</b>	<b>97,752</b>	<b>206,484</b>	<b>433,404</b>	<b>539,868</b>	<b>550,620</b>	<b>1,828,128</b>
<b>Net Total</b> (i.e., Sources of Financing Minus Estimated New Costs)	<b>12,752</b>	<b>98,484</b>	<b>315,404</b>	<b>411,868</b>	<b>437,620</b>	<b>1,276,128</b>

\*Provide an explanation for these costs and sources of financing in the budget justification.

## NEW PROGRAM PROPOSAL

### Budget Justification

Provide a brief explanation for the other new costs and any special sources of financing (state funding, reallocation of existing funds, federal funding, or other funding) identified in the Financial Support table. (1000 characters)

**Note: Institutions need to complete this budget justification *only* if any other new costs, state funding, reallocation of existing funds, federal funding, or other funding are included in the Financial Support table.**

#### **Other – Course Design and Development**

The budget includes an allocation of \$15,000 per year for the first four years of the program to cover the cost of designing and developing courses for online delivery. This cost is based on an estimated \$5,000 per course and the design of three new courses per year.

#### **Reallocation of Existing Funds**

During the first year, the faculty of the Political Science Department will offer courses required for the master of arts in international politics and military affairs for credit under the existing master of arts in social sciences program.

Funding for the program will be through tuition. The tuition generated for each course in the program will cover faculty salaries in each year. The additional costs are also covered in all but the first year of the degree program.

Given the nature of the program, tuition is estimated based on a 60/40 division of enrollments between non-resident and resident students. The estimates also assume students take 18 credit hours each year. The current out-of-state graduate tuition is \$896 per credit hour, and the in-state graduate tuition is \$538 per credit hour.

## NEW PROGRAM PROPOSAL

### Evaluation and Assessment

**Programmatic Assessment:** Provide an outline of how the proposed program will be evaluated, including any plans to track employment. Identify assessment tools or software used in the evaluation. Explain how assessment data will be used. (3000 characters)

Assessment of student learning outcomes: Consistent with SACS accreditation standards, student learning outcomes will be assessed in multiple ways. All course objectives will be aligned with the learning objectives for the degree program. Assessment methods will include both direct and indirect measures.

#### Direct Measures

Students in the degree program will be required either to prepare a written master's thesis or to complete a "guided internship," which may include appropriate service in the military (such as in areas related to intelligence or civil affairs); the United States Peace Corps; or a select business or organization.

Written theses will be graded by at least two members of the Political Science faculty and one outside grader from another department at The Citadel.

Students undergoing "guided internships" for credit must compile an electronic portfolio of materials that document the learning objectives of the program. This would include in-class assignments; work-related assignments from the internship; and group assignments and other projects utilizing established critical thinking, communication, and ethics rubrics for course evaluation. The portfolio is designed to demonstrate fulfillment of student learning outcomes for each course in the program. Students will also be asked to complete a reflective assignment based on the portfolio, which summarizes the student's perception of knowledge, skills, and attitudes related to international politics and military affairs. The portfolio will be completed at least four weeks prior to program completion. The portfolio will be evaluated by the graduate program director, at least one member of the graduate faculty, and one outside grader from another department at The Citadel.

Students will complete course evaluations each semester for each course taken during a term.

#### Indirect Measures

Surveys of graduating students and alumni will be conducted to assess student learning outcome achievements. All graduating students will complete a self-assessment survey of their progress in the acquisition of knowledge, skills, and attitudes. Post-graduation surveys will also be conducted to assess utilization of knowledge and skills on the job after graduation. The post-graduation surveys will be conducted with graduates one year and three years after graduation.

Plans for Programmatic Assessment: Programmatic assessment will occur at multiple levels.

- a. Current in program
  - I. Each semester course evaluation data will be collected from students.
  - II. For each course, a course objective alignment matrix will be prepared by the instructor to ensure program objectives, course objectives, and course assessment tools align. The faculty member will submit the matrix and corresponding sample assignments for each course for archiving in departmental files.
- b. Graduation Assessment
  - I. Graduation rate
  - II. Assessment of employment data for graduates - employment rate
  - III. Faculty teaching in degree program will assess degree completer portfolios annually and make recommendations for programmatic changes.
- c. Post-Graduation
  - I. Alumni survey to gauge how well the program is preparing graduates for employment in the field.

## **NEW PROGRAM PROPOSAL**

Program Change: The data (course evaluations, portfolios, alignment matrixes, graduation assessment data, and post-graduation assessment data) collected as part of the assessment process will be collated annually, distributed and reviewed by the faculty teaching in the program. After reviewing the data, the faculty will meet to discuss, propose, and vote, if necessary, on any curriculum or pedagogical adjustments.

## NEW PROGRAM PROPOSAL

### Student Learning Assessment

Expected Student Learning Outcomes	Methods of/Criteria for Assessment
In-depth understanding of current global and international issues facing the United States	Throughout the program, written assignments will be used to assess students' ability to gather information, quickly and effectively assess data and opinion, understand how these sources may be biased or open to misinterpretation, and then present risk assessments related to potential sources of conflict, formal terrorist groups or insurgencies, informal social movements, cyber threats, and environmental and public health issues.
Working knowledge of the main concepts, theories, and methods relevant to the field of international politics	In PSCI 565 International Politics and PSCI 566 International Political Economy, students will be required to apply the main concepts and theories relevant to the field to prepare papers interpreting the importance of 'agents' and structures' in international politics and in economic and foreign policy decision making. In the context of PSCI 500 Social Science Seminar and PSCI 501 Research Methods in Social Sciences, students will need to provide interpretations and comparisons of qualitative versus quantitative research methods. In PSCI 500, they will complete a research project, using qualitative methods, while in PSCI 501, they will complete a research project using quantitative methods.
Ability to apply the main concepts, theories, and methods used in international politics to the analysis of specific problems and events	In each course, student will be required to prepare policy analyses, literature reviews, research proposals, or research projects to demonstrate their knowledge of the main concepts, theories, and methods used in international politics as well their ability to apply them to current events.
Ability to present clear, concise, and compelling summaries and analyses of relevant texts, topics, and issues;	In all of their written assignments, student will be required to provide thesis statements that outline the main points to be discussed; use supportive facts, statistics, and examples that are specific and relevant to their arguments; demonstrate appropriate use of citations as well as sources that are credible and pertinent; and demonstrate the ability to communicate in ways that are technically correct with respect to sentence structure, spelling, grammar, and punctuation. In particular, in PSCI 565 International Politics and PSCI 570 comparative politics students will be required to prepare a variety of written materials, including policy briefs, formal essays, précis, and abstracts as well as formal research proposals.
Knowledge of the organizational structures and operations of the primary domestic and international institutions engaged in transnational and global political affairs	In PSCI 569 International Organizations, students will prepare papers analyzing the interactions of US domestic organizations and international governmental and non-governmental organizations in the establishment and functioning of humanitarian operations, and the development and transition of regional and global organizations to meet the changing dynamics of global political and economic issues. In PSCI 566 international political economy, students will analyze state relations within and between the main Bretton Woods organizations as well as interactions among economic policymaking institutions within national governments.
Understanding of leadership principles as they apply to the military, foreign service, and other governmental and international agencies	In PSCI 575 US Foreign Policy Leadership, students will prepare papers analyzing and applying the models of foreign policy decision making; the interaction of US governmental organizations involved in the development and conduct of US foreign policy; and how individual leadership principles apply to these processes.
Understanding of the role of ethics and integrity for US military, diplomatic, and intelligence professionals	In the context of courses on PSCI 568 US Foreign Policy and PSCI 575 US Foreign Policy Leadership, students will prepare papers analyzing assigned ethics questions/issues in the US Government and in international relations. In these papers, students should be able to demonstrate recognition of ethical issues in a "gray" context and evaluate ethical perspectives and concepts in the process.

**NEW PROGRAM PROPOSAL**

Ability to engage in research and policy analysis of domestic and international political and security-related issues	In each course, student will be required to prepare policy analyses, literature reviews, research proposals, and research projects that demonstrate knowledge of the main concepts, theories, and methods used in international politics.
Advanced critical-thinking skills	In each of course, students will be required to prepare critical abstracts and essays to provide reviews of the materials covered. Also, students will be required to compare and contrast various research approaches as well as styles of argumentation and delivery.
Ability to collaborate and work effectively in teams	In PSCI 565 International Politics, PSCI 566 International Political Economy, and PSCI 570 students will be required to work in teams to prepare panel discussions/debates on current topics. For example, students in PSCI 565 prepare a panel discussion on the current level of US military spending and preparedness; in PSCI 566, students work in teams to represent parties involved in World Trade Organization disputes; and in PSCI 570, students work in teams to debate various aspects of governance and how it should be measured across time and countries.

## NEW PROGRAM PROPOSAL

Will the proposed program seek program-specific accreditation?

Yes

No

If yes, provide the institution's plans to seek accreditation, including the expected timeline for accreditation. (500 characters)

Will the proposed program lead to licensure or certification?

Yes

No

If yes, explain how the program will prepare students for licensure or certification. (500 characters)

## NEW PROGRAM PROPOSAL

### Teacher or School Professional Preparation Programs

Is the proposed program a teacher or school professional preparation program?

Yes

No

If yes, complete the following components.

Area of Certification

Please attach a document addressing the South Carolina Department of Education Requirements and SPA or Other National Specialized and/or Professional Association Standards.

## **The Citadel: Master of Arts in International Politics and Military Affairs Proposal Responses:**

### **Page 4            Centrality of the Program**

The proposal states several times the program will take a “nuts-and-bolts” approach to cultivate in completers the practical skills needed to pursue careers as military officers. Please explain this pedagogical approach to International Politics and Military Affairs.

The program proposal states on page 4:

*“... the Citadel’s proposed master’s program would take a ‘nuts-and-bolts’ approach to develop international affairs professionals with the practical skills needed to pursue careers as military officers, policy analysts, foreign service officers, international civil servants, and business leaders as well as positions related to economic development, nation building, and humanitarian affairs.”*

This statement is intended to convey that the program will represent a departure from traditional approaches at the graduate level, which tend to take a theoretical and conceptual approach in preparing students to conduct further research in the field and/or pursue academic careers. While the proposed program will cover the theoretical and policy issues central to the study of international politics, it will emphasize the critical thinking, analytical, leadership, and communication skills needed to successfully foster careers as practitioners ‘on the ground.’ In particular, faculty members will work with students to hone their skills related to communications and diplomacy and to enhance their ability to consider policy issues from a variety of competing perspectives. The program will use a variety of methods to develop students’ ability to collect, analyze, synthesize, and communicate information in a manner that is clear, concise, and accurate. The program will also use various activities to strengthen students’ ability to apply leadership principles and to work in teams.

### **Pages 6 & 12    The Guided Internship (Sections 7.Enrollment and 9. Assessment)**

For international or stateside students who may take the guided internship at great distance, overseas or stateside, please verify how you will monitor long-distance sites for quality control. The response should include the institution’s plan to verify qualifications of the following:

- 1) The field mentor/site coordinator (professional, academic and instructional experience)
- 2) The on-site environment (locale and facilities that meet the MA program objectives)
- 3) The veracity of the internship experience (the locations’ daily operations that ensure students have opportunities to satisfy learning outcomes).

Establishment of the internship location:

- a. A file will be maintained at The Citadel with the academic and professional qualifications of all student supervisors as well as information on the organization and its work.
- b. A professor in the program will make an initial visit to internship locations in DC.
- c. The program will be coordinated between the internship overseer and the organization before assigning any interns. This is to ensure the organization understands the direction of the program and the internship overseer understands any unique requirements of the organization.

Quality control at distant internship sites will be monitored via the following:

- a. Weekly contact between the internship overseer and the student via internet or skype.
- b. Monthly contact with the student's supervisor to discuss current and future projects of the student(s).
- c. Post-internship interview between the internship overseer with the student and student's supervisor (separate meetings) via phone, skype, or internet chat.
- d. Reviews of the interns required journals and reports on his/her responsibilities and experiences at the organization.

### **Pages 12 Direct Measures**

"Written theses will be graded" by two political science faculty "and one outside grader from another department at The Citadel." Please explain the purpose and credentials of the outside reader.

The outside reader will be a tenured professor in another department of The Citadel. For example, faculty from Criminal Justice, History, Business, or other cognate fields may be called upon. The purpose of including a grader from outside the department is to get the perspective of a qualified observer who has not been engaged in the program delivery.

### **Pages 15 & 20 Staff/Administrative Support**

The table on Page 15 includes no staff support until 2016-2017.

First, please clarify why no administrative support is needed for 2015-2016.

Second, on page 20, please explain why no cost is noted for Clerical Support for five years.

Does the program count staff and clerical support as the same personnel?

Based on projected enrollments (see chart on page 10), we do not expect to need additional administrative support during the first year of the program. Thereafter, we will request one additional graduate assistant be dedicated to the graduate program on international politics and military affairs. At present, the Political Science Department has one administrative assistant and one graduate assistant who provide assistance for 7 full-time faculty members and 280 students.