

BOARD OF HIGHER EDUCATION
REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Academic Affairs

NO.: AAC 12-15

COMMITTEE DATE: November 29, 2011

BOARD DATE: December 6, 2011

APPLICATION OF UNIVERSITY OF MASSACHUSETTS BOSTON TO AWARD THE DOCTOR OF PHILOSOPHY IN GLOBAL GOVERNANCE AND HUMAN SECURITY and the MASTER OF ARTS IN GLOBAL GOVERNANCE AND HUMAN SECURITY.

MOVED: The Board of Higher Education hereby approves the application of **University of Massachusetts Boston** to award the **Doctor of Philosophy in Global Governance and Human Security** and the **Master of Arts in Global Governance and Human Security**.

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

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

Contact: Dr. Francesca Purcell, Associate Commissioner for Academic and P-16 Policy

BOARD OF HIGHER EDUCATION

December 2011

University of Massachusetts Boston Doctor of Philosophy in Global Governance and Human Security Master of Arts in Global Governance and Human Security

INTENT

The University of Massachusetts Boston (UMB) filed an expedited application to offer the Doctor of Philosophy in Global Governance and Human Security. The program is a collaborative effort with faculty from the College of Liberal Arts, the College of Science and Mathematics, and the College of Management contributing to its development, execution, and administration. Economic globalization is connected to the rapid movement of increasingly large quantities of goods and people across traditional boundaries and the consequences of this economic transformation include climate change, global financial instability, and the pervasive macroeconomic insecurity. In the 1990s, local activists, intergovernmental agencies, and NGOs concerned with violent conflict and vulnerable populations in the developing world began urging the United Nations and the governments that supported UN peacekeeping operations to shift their focus from traditional questions of *national* security, the security of governments, to questions of the *human* security of individuals who are often the most threatened by the actions or inactions of their governments. A second, related conceptual change over the last 20 years has been the emergence of a scholarly field of international and global ethics that has come to inform the work of schools of global public policy as they attempt to shape global leaders.

Thus, graduates of the proposed program will become deeply familiar with a broad set of global policy issues including:

- The “human security” issue of assuring that individuals and families throughout the global economy can lead productive, healthy, and fulfilling lives free from violence, whether local or international in origin; and global environmental issues including climate change, species depletion, and the destruction of international commons including international waters.
- The existing structures of international governance, not only the intergovernmental organizations of the UN system, but also the ad hoc structures created by cooperating national governments, firms, and NGOs, and the global regulatory standard setting agencies that affect almost every aspect of the global economy. The program will also include study of the traditional system of international relations.
- Scholarship on open-ended processes of governance, on conflict resolution and organizational change, especially as it applies to global policy realms. The first issue, for every leader confronting a global problem, is negotiating the cooperation of a wide array of independent actors.

- Students will also become familiar with tools of *gender analysis*.

The proposed program will provide an opportunity for students to choose from five tracks: conflict resolution, the environment, gender and human security, global political economy, and human development.

Graduates of the program will be prepared to work as higher education faculty and in research positions in non-governmental organizations, intergovernmental organizations inside and outside the United Nations system, national governments, think tanks, and the social responsibility divisions of private companies. The proposed Ph.D. intends to create scholars and analysts able to train and inform global leaders on deeply interconnected and difficult-to-manage global problems.

Students will receive a Masters of Arts in Global Governance and Human Security after the successful completion of the core courses, the four courses in their track, and the qualifying examinations.

The final proposal was approved by the University of Massachusetts Board of Trustees on May 25, 2011. In accordance with Board of Higher Education guidelines for the expedited review of new programs, a letter of intent for the proposed program was distributed to all public colleges and University presidents and chancellors. No comments in response were received.

MISSION

The first goal from the University's Mission Statement is to "increase student access, engagement, and success." The strategy to achieve that end is for the University to, 'identify and invest in high-quality undergraduate and graduate programs with strong research components, including interdisciplinary research clusters that have a capacity for growth.' The global policy fields covered by the proposed PhD program are interdisciplinary and by creating an academic program focused on a number of contemporary global concerns, the proposed program will, in line with UMass Boston's strategic plan, "prepare our graduates to play key roles in addressing challenges such as global warming, the integrity of the environment, and social disparities be they in health, income, enlightenment, housing, security, or access to influence."

The strategic plan addresses the University's second Mission Statement goal ("attract, develop, and sustain highly effective faculty") by identifying several research clusters in which UMass is poised to develop major strengths. Four of these are directly tied to the proposed program: 1) transnational, cultural, and community studies, 2) integrated environmental monitoring, 3) urban health and public policy, and 4) sustainability and social venturing. The new program will bring together faculty from across the UMass Boston campus and from other campuses in the UMass system, providing them with opportunities to engage with students over the entire range of global policy issues, and supporting faculty research.

NEED AND DEMAND

A 2005 Worldwatch Institute report, *Redefining Global Security*, argued that the initial, cautious embrace of the Human Security paradigm in the US was understandable given the immediacy of the national security threat posed by 9/11. Nonetheless, the report argued that, as time went on, Americans would increasingly recognize that, “Acts of terror and the dangerous reactions they provoke are symptomatic of underlying sources of global insecurity, including the perilous interplay among poverty, infectious disease, environmental degradation, and rising competition over oil and other resources” (Worldwatch 2005). That is to say, national security problems are increasingly enmeshed in the larger human security agenda.

The U.S. National Science and Technology Council (NSTC) 2009 report, *Social, Behavioral, and Economic Research in the Federal Context* reflected the development that Worldwatch predicted. The Federal Government’s current priorities for policy research focus on six areas: 1) education, 2) health, 3) conflict and cooperation, 4) societal resilience and responses to threat, 5) innovation, and 6) energy and the environment. The analysis that links the report’s discussion of *international* policy research priorities across the six fields begins with challenges related to conflict, “How can cooperation be fostered? How can violence, conflict, and terrorism be mitigated? What underlies the actions of extremist and terrorist groups?” These are linked to questions of the resilience of societies throughout the world “in the face of both natural and human made disasters” including environmental change and the global spread of disease (NSTC 2009). According to UMass Boston, these questions can be investigated successfully only if social scientists expand their methodological toolkit to include social psychological and cross-cultural methodologies, often through innovative engagement with the humanities.

According to UMass Boston, many U.S. universities have policy-oriented graduate programs that focus on *national* security (centering on the security of states or governments), rather than on the larger issues of human security (“security” from the point of view of individuals and communities). APSIA, the US-dominated association of graduate international relations schools with 34 full members and 28 affiliate members, has only 4 member schools that offer Human Security as a subfield or major, none of which offer a Ph.D. in this field. Many APSIA members offer a track in international development, with attention to human development, health, nutrition, food security, and education, but these issues, as well as other global issues such as the environment and global finance, have not yet been put at the center of most curricula. This is, in large part, because the focus of most US schools remains on the activities of *national* governments, their *foreign* policies, rather than on *global* policy making and the more complex network of organizations of *global* governance in which that takes place.

The focus of US-based international relations programs is now changing. For example, in the first half of 2010, the UMass Boston Global Studies Committee learned of similar plans for new research degrees on Human Security at George Washington University and the University of Denver. And the US-based global policy programs that have been established for 3 to 10 years—such as the interdisciplinary PhD in Global Affairs at Rutgers-Newark, the Global Studies PhD programs at the University of California at Santa Barbara, and the Global Governance-focused political science PhD programs at the University of Delaware and the University of Nevada Las Vegas—have proven very successful in attracting and placing students, according to UMass Boston.

UMass Boston notes that the program at Rutgers-Newark graduates an average of 10 PhDs each year and that about 1/3rd of their graduates go into university teaching positions. The other major sources of employment for their graduates have been national governments (about 1/3rd), international non-governmental organizations and private companies (about 1 in 6) and intergovernmental organizations (again, about 1 in 6), although the trend has been moving from national governments toward other employers. The 2010 class included students entering or continuing in jobs with UNIFEM (the United Nations Fund for Women), Vision Care India (a Johnson & Johnson-related NGO), the Turkish government, and Prudential Financial, as well as the academy.

According to UMass Boston, no similar doctoral program exists in the Boston area or the state, although Boston University, Brandeis, the Fletcher School, and Harvard have complementary programs. The proposed UMass Boston program will have at least two unique advantages: the UMass focus on conflict resolution will assure a process orientation and relevant skills that students in other programs need not develop; and students have an understanding of the entire range of interconnected global policy issues.

The most recent “Jobs in Political Science Supplement” (April 2010) of the American Political Science Association’s *PS: Political Science and Politics* shows that of 783 PhD job placements in 2009, 550 (70 percent) were classified as in subfields of International Relations and Comparative (i.e., non-US) Politics.

Finally, UMass Boston notes that the students will have the advantage of being part of the Boston community of scholars of international affairs of which the faculty is an active part. In addition, the proximity to New York and the well-developed infrastructure allowing easy travel from Boston to all parts of the world will facilitate dialogue with colleagues from key international and non-governmental organizations globally.

ACADEMIC AND RELATED MATTERS

The curriculum of the proposed program will consist of a core of six courses as well participation in a program colloquium. Students will learn research methods by taking at least two courses and by participating in the research groups of at least two faculty members. They will take four courses in a track (conflict resolution, environmental policy, gender and human security, global political economy, or human development) as well as four elective courses, which may include an internship. Students will take two comprehensive examinations, one on material in the core, the other on their track. Each student, under the direction of a primary advisor, will complete a dissertation and, upon completion, will be examined on the dissertation by a committee that will include the advisor and at least two other members of the faculty. (Appendix A)

To further contribute the breadth of students’ research skills and experience, each PhD candidate will be required to take part in two different professors’ research groups for at least one year each. For most students, who will be full-time students supported by graduate fellowships, these will be the research groups that they join when supported by research assistantships. A total of 6 credits will be granted for this work.

An external *Advisory Committee* for the program will be established and will include leaders in organizations and institutions such as the Council on Foreign Relations, the International Crisis Group, Partners in Health, Social Accountability International, the UN Development Programme, the UN Environmental Programme, UN Women, and USAID, among others, as well as eminent scholars in the field.

Student Learning Outcomes

Students in the proposed program will gain a knowledge base and critical skills including:

Skills

- Research design and evaluation
- Quantitative methods (statistics, geographic information systems, and/or survey methodology) and/or
- Qualitative methods (ethnography, focus groups, elite interviewing, unobtrusive measures, oral history)
- Conflict resolution skills, including cross-cultural negotiation
- Communication skills (writing, presentation, and Internet-based)
- Project management, program evaluation, and grant writing
- Organizational assessment including assessment of non-traditional governance structures
- Geopolitical competence (the ability to read, assess, and project global developments related to both current and emerging human security issues)

Knowledge

- Theories of international relations (old and new), development, human rights, and democratization
- Differing approaches to gender analysis
- In-depth knowledge in their specialization (conflict resolution, the environment, gender and human security, global political economy, or human development)

While a student is completing his or her dissertation research, members of the faculty, administrative staff, and members of the Board of Advisors will work with the student to develop a job-search strategy directed at the specific field or fields in which the student plans to enter or return to. The program will provide workshops on job search strategies and presentation of credentials, and will offer opportunities for students to practice interviewing and giving research talks. To support the new doctoral program, the Department will institute a biennial research conference in which graduate students will be able to present their research and received supportive feedback from faculty.

Admission

Applications will include a transcript of all college and graduate work, an essay outlining the student's background and goals, an example of their academic writing, 3 letters of recommendation, and scores from the GRE revised general test. All application materials will be due in mid-January and applicants will be notified whether or not they have been admitted in early April.

Successful applicants will be expected to have a strong undergraduate degree in a social science field. (A high B grade point average or above, or its equivalent from colleges and universities using different grading systems, would be expected.) Successful applicants are likely to have done original research as part of their degree programs.

Students interested in receiving either the Graduate Certificate in Conflict Resolution or the masters degree in either Conflict Resolution or International Relations while completing the course work and other requirements for the PhD in Global Governance and Human Security will be able to do so. Students who wish to earn the master's degree in international management will need to apply to both programs separately. Students who do not plan to combine their course work for the proposed program with one of these masters programs will receive a Masters of Arts in Global Governance and Human Security after the successful completion of the core courses, the four courses in their track, and the qualifying examinations.

Enrollment

UMass Boston expects that at least two-thirds of the students admitted to the program will be full-time students who will complete their course work over a period of 5 or 6 consecutive semesters. Each cohort will be assigned a faculty advisor and every entering student will be assigned an individual faculty advisor until a primary dissertation advisor is chosen. Part-time students will be attached to the cohort with which they enter.

PROGRAM ENROLLMENT PROJECTION

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
New Full Time	9	9	9	9	9	9	9
Continuing Full Time	3-[1]=2	11-[1]=10	19-[1]=18	28-[1]=27	36-[1]-2=33	42-[1]-8=31	40-[1]-8=31
New Part Time	2	2	2	2	2	2	2
Continuing Part Time	1	3-[1]=2	4	6-[1]=5	7	9-[1]=8	10
Totals	14	23	33	43	51	50	52

RESOURCES AND BUDGET

Faculty

Three types of faculty will be associated with the proposed program, including program faculty, affiliated core faculty, and external faculty fellows.

The *program faculty* will include six full-time faculty members, all of whom have expertise in the field, including two recently hired faculty members, Maria Ivanova and Craig Murphy, who have international reputations as leaders in the field. The Department of Conflict Resolution, Human Security, and Global Governance (CRHS) will search for three additional full-time faculty members over the next two years.

Full-time faculty from other academic programs that have joint appointments with the Department of CRHS and their home units will also be considered program faculty (joint status is defined as having one-quarter, one-half, or three-quarters time commitment to the GGHS PhD program as well as inverse time commitments to home departments in other colleges).

Affiliated core faculty will include faculty members whose appointments are fully in other departments at the University of Massachusetts Boston but who contribute to the proposed PhD program in critical ways. These faculty members will teach courses in the proposed program, but may also serve as members of key committees, including comprehensive exam and committees.

Faculty fellows will include faculty from other universities, including but not limited to faculty from other UMass system institutions. These faculty members may 1) occasionally teach courses in the program, 2) have designated courses taught in their home institutions used for program credits, 3) serve on dissertation committees, and 4) may occasionally serve on program committees.

Part-time faculty in existing related Masters programs and institutes will provide further instructional support.

Administration

The proposed GGHS PhD Program will have an executive committee (EC) composed of the Graduate Program Director (GPD) and four members – two from the program faculty and two from the affiliated core faculty. Responsibilities of the EC will include initiating policies for guiding the program and assisting the GPD with the day-to-day operations of the program.

To run the new PhD program adequately will require an additional classified staff position.

Library and Information Technology

UMass Boston has electronic library resources that are adequate for the planned PhD program and the interlibrary loan systems with which the library cooperates will give students access to almost all the books they may need. There are also specialized archival collections at a number of universities in the Boston area and at the Boston public library which are open to researchers.

The Library will, however, need additional support for course work and faculty support equivalent to the approximately 12 courses added to the University curriculum due to the hiring of the three new faculty members.

The Department may need to double the number of computers directly available to students in Departmental space, although it is perhaps more likely that assuring Wi-Fi connections for graduate students in their offices and community spaces will satisfy the information technology needs of the new program.

Facilities

The three new faculty members and the new administrator will all need new, outfitted offices when they are hired. The 25 full-time PhD students expected to be in residence will also need shared office space on campus. In addition, the program and the

expanded M.A. programs will need a conference room or conference room/lounge to serve as shared community space. To this end, UMass Boston has engaged a campus-wide space reallocation process, in collaboration with the Massachusetts Division of Capital Asset Management. One of the goals of the process is to provide contemporary, high-quality space for teaching, research, and faculty offices. UMass Boston is in the process of identifying space for all academic units, including the proposed GGHS PhD program. Some units will remain in place, and some will be assigned space in new buildings or in renovated space in existing buildings. Provost Langley is taking a leadership role in the space reallocation process.

Graduate assistantships

UMass Boston will provide tuition waivers and assistantships for all full-time students for four years which will mean a need for 33 assistantships each year by the time there is a full complement of students.

ASSISTANTSHIPS NEEDED

	2012-13	2013-14	2014-15	2015-16	2016-17
New Full Time	9	9	9	9	9
Continuing Full Time	3-[1]=2	11-[1]=10	19-[1]=18	27-[1]-2=24	33-[1]-8=24
Totals	11	19	27	33	33

The cost of these assistantships will be offset by two sources: 1) beginning in 2013-14, UMass Boston expects about one-third of the assistantships to be given as teaching assistantships for graduate students assisting in or teaching their own sections of undergraduate courses; 2) program faculty will raise research funds to cover some research assistantships.

PROGRAM EFFECTIVENESS

Goal	Measurable Objective	Strategy for Achievement	Timetable
Hiring	Hire 3 outstanding faculty members and 1 new administrative staff member.		by 9/2012
Recruit first full class	Have 8-10 full-time students enter in fall 2012		9/2012
Secure external funding for at least 1/5th of full-time doctoral students in their first four years	Increase external faculty grant funding to this level.	Develop individual and program-wide research proposals that include funding for doctoral students.	2011-2014
Assure that all		Work with UMass	2011-14

interested students secure internships and final year funding.		Boston research centers, individual faculty members, and advisory committee. Run workshops on grant writing and securing internships for students.	
Help establish and join global association of similar doctoral programs.		Continue participation in process begun in 2008.	by 3/2012
Conduct and respond to first program review.		Complete an internal and external review of the program. Adjust curriculum and practices in light of that review.	1-3/2013
Host first graduate student research conference		Follow the model of the Conflict Resolution conferences using the global network of similar programs.	10/2013
Graduate the first full class of students.	Have 8-10 PhD dissertations completed and defended.		by 5/2017
Place students	Have 0 students seeking a first post-graduate position within 9 months of receiving the PhD.	Work with advisory committee to help each student develop a job seeking strategy. Provide job-seeking resources as outlined in section C.2 above.	beginning in 9/2016

EXTERNAL REVIEW AND INSTITUTIONAL RESPONSE

The proposal was reviewed by Dr. Alistair Edgar Associate Professor, Department of Political Science, Wilfrid Laurier University, Waterloo, Ontario, Canada; and Dr. Yale H. Ferguson Professorial Fellow in the Rutgers University graduate Division of Global Affairs at Rutgers University-Newark and Emeritus Professor of Global and International Affairs.

The reviewers found the focus of the proposed Ph.D. Program on Global Governance and Human Security to be on the frontier of traditional schools and programs. They applauded the University that most of the students will be full-time and fully supported financially which will give the program a real identity and core of top graduate students, committed to the program. The reviewers complimented the high quality of the UMass and McCormick School administrators and faculty who are associated with the Ph.D.

program and were impressed that all students should have the opportunity to experience an internship or field placement as part of their regular curriculum requirements.

The reviewers made 11 recommendations. Below each underlined recommendation, is UMass Boston's response:

1. Create a mid-career version of the program.

Maria Ivanova and Aduana Lemi (Economics) have begun designing an executive track that will use on-line and intensive on-site courses to address the needs of this population of students.

2. Negotiate regular exchanges with other Global Affairs programs.

We have begun exploring such exchanges with universities in Africa, Asia, Europe, and Latin America. In March 2011, three universities in Frankfurt that share a global governance and conflict resolution program (and that have long participated in the State of Hesse/Massachusetts student exchange program) proposed a Memorandum of Understanding that would allow graduate students from UMass Boston and the Frankfurt schools to spend a semester or a year in the other program. Also in March, Craig Murphy met with the head of a similar cross-university program in Sao Paulo, Brazil, a group that also hopes to propose a similar agreement. Ananya Vajpeyi (History), who has agreed to design a course in Religion and Human Security, is pursuing a relationship with the program at Jawaharal Nehru University (which works with programs in Germany and South Africa) that is discussed in the original proposal.

3. Hire additional faculty with experience in globalization theory and history, international finance and trade, interstate wars and terrorism, arms control, public and private international law, US foreign policy, the European Union (EU), Russia, Latin America, China, and Japan.

We have, or are developing, expertise in most of these fields. Much of Murphy's work is on the history of globalization; this year he will be a keynote speaker at the European Global History Conference as well as an invited speaker in the history departments at Oxford and Heidelberg. We have recently made job offers to Associate Professors who work in a) international finance and trade and b) human rights and international law, respectively. The McCormack School International Relations Master's Program (through the political science department) includes courses by experts in the EU and China and we will work to involve them in the PhD program as well as the political science department's new hire in Latin America politics. We are also coordinating with Jim Forrest at the University of Massachusetts Lowell, the former head of terrorism studies at West Point and one of the main planner of their proposed PhD in global studies, to develop ways in which students in the two programs can gain some of the benefits of the special foci that each is developing. We will treat the other areas as future priorities.

4. Provide office space and staff support for a program of post-doctoral students and visiting faculty.

We will include support for post-doctoral students and visiting scholars (including administrative support) in the upcoming research grant proposals of faculty involved in the program and the Dean and Provost are committed to providing the needed office space. (See point 11, below.)

5. Create a new Department of Global Governance separate from the Conflict

Resolution Programs.

Beginning in fall 2011, the degree programs in Conflict Resolution, International Relations (IR), and Global Governance and Human Security will be run relatively independently with the Graduate Program Directors of each responsible for their own budget, oversight of relevant administrative staff, and the scheduling of courses. For the sake of administrative efficiency, the overall department will not be abolished, but, in order to respond to the evaluators' concerns about the identity and branding of the doctoral program, web-based and printed materials of the programs will follow the precedent of the graduate school catalog: They will be organized by program, with the administrative department cited, but not highlighted.

At this point, we do not wish to accept the evaluators' suggestion that the name of the degree program be changed from "Global Governance and Human Security" to just "Global Governance." Many of the programs from which we take inspiration, especially those in Japan, use the term "Human Security." We believe that this clarifies rather than obscures the nature of the program. We will, of course, review the issue as part of the third year review of the program.

6. Create joint appointments for faculty outside McCormack who will teach core courses in the program and/or courses used only by the program or the IR masters program. Assure that the PhD program participates in tenure and merit decisions of these faculty members and if the percentage of their appointments is 50/50 that the PhD program recommendation be given priority.

The Provost is happy to create such positions. We will work with the relevant faculty members, their departments, and the deans of their schools to do so.

7. Reframe some of the core fields to be: i. war, terrorism, and conflict resolution, ii. human rights and gender, and iii. global political economy and shift the IR courses into other fields.

We accept the principle underlying this recommendation, but program faculty will make the final decision after this year's hiring is completed so that we can be as specific and accurate about the actual initial tracks that we will offer given the specific expertise of the faculty we will have (See number 3, above.)

8. Consider creating an administrative position dedicated to securing and managing internships for students.

The Dean and Provost are committed to manage internships for graduate students as the number of graduate programs for which internships are relevant expands, (e.g., the planned Ph.D. program in Management and the planned masters program in Applied Economics). This year, the campus has expanded on the work of the department that serves the Conflict Resolution and IR graduate programs and the internship program of the Boston Consortium on Gender, Security, and Human Rights by adding a University-wide part-time international internship position, considering participating in and housing a Boston-area internship consortium on sustainability and corporate social responsibility, and other initiatives. In the fall, the Provost will appoint a committee to coordinate and recommend policy on this issue.

9. Require a language exam of students in the program.

We accept this recommendation.

10. Assure that the planned funding graduate assistantships will be available.

The Provost and Deans have reiterated their commitment to the planned funding levels in the original proposal. The proposal does call for some of that funding to be provided by supporting students on faculty grants. Maria Ivanova has already worked with colleagues in the Schools of Management and Science and Mathematics to apply for funding from the National Science Foundation's flagship interdisciplinary program, IGERT (Integrative Graduate Education and Research Traineeship Program), to support doctoral students in this program as well as the other two schools. This will be a model for future grant proposals from faculty involved in the program.

11. Guarantee needed, centralized facilities (offices, public spaces, and classrooms).

The campus is in the middle of a complex, strategically planned transformation of its facilities. Two major new academic building will open in the next few years and some \$70 million in funds for renovation of existing buildings is also committed for the same period. This creates the flexibility that will make it possible both to centralize McCormack's facilities and to assure adequate offices, classrooms, and public spaces (as discussed in the original proposal) by the first year of the planned program (2012-13).

STAFF ANALYSIS AND RECOMMENDATION

Board staff thoroughly reviewed all documentation submitted by the University of Massachusetts Boston and external reviewers. Staff recommendation is for approval of the Doctor of Philosophy in Global Governance and Human Security and the Master of Arts in Global Governance and Human Security.

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

ATTACHMENT A: CURRICULUM OUTLINE

Note. Many of the courses that will be part of the PhD Program in Global Governance and Human Security have been approved and offered previously as courses within other graduate programs such as Public Affairs (PAF), Public Policy (PPOL) or Dispute Resolution recently renamed Conflict Resolution (DISRES or CONRES). This outline has been annotated to clarify the names that appear on syllabi. Several other courses have been approved as Special Topics courses only and will be reviewed, approved, and assigned regular course numbers once the GGHS program has been approved.

Major Required (Core) Courses (Total courses required = 6 + colloquium [4units]+ methods 2 + research group participation [6units] = 8 courses + 10 units)		
<i>Course Number</i>	<i>Course Title</i>	<i>Credit Hours</i>
CRHSGG 638	Global governance	3
CRHSGG 643	Human Security – Approved and taught as PAF 643	3
CRHSGG 623	Conflict resolution theory –Approved and taught as DISRES/CONRES 623	3
CRHSGG 640	Global environmental governance – Approved and taught as CONRES/PAF 640	3
CRHSGG 644	Gender and Human Security – Approved and taught as Honors 380	3
CRHSGG 631	Theories and concepts of international relations – Approved and taught as PAF 631	3
Colloquium	Required for two semesters	4
Methods		
CRHSGG 780	Doctoral research design	3
	One Additional course from Methods list below [all 3-credit]	3
CRHSGG 635	Research methods in conflict resolution – Approved and taught as DISRES/CONRES 635	
EEOS 623	Introduction to GIS	
PPOL 604	Statistics I	
PPOL 745	Advanced Quantitative Methods	
PPOL 621	Economics for public policy I	
PPOL 622	Economics for public policy II	
Research groups	Sequential participation in two faculty members' research groups	6
	SubTotal # Core Credits Required	34
Concentration Course Choices (Total courses required = 4)		
Conflict resolution	4 from among [all 3-credit courses] :	
CRHSGG 603	Advanced negotiation and mediation – Approved and taught as DISRES/CONRES 603	
CRHSGG 621	Negotiation – Approved and taught as DISRES/CONRES 621	

CRHSGG 624	Cross-cultural conflict – Approved and taught as DISRES/CONRES 624	
CRHSGG 625	Conflict resolution systems for organizations – Approved and taught as DISRES/CONRES 625	
CRHSGG 626	Advanced intervention : Reconciliation and Intergroup Relations – Approved and taught as DISRES/CONRES 626	
CRHSGG 636	Conflict in work groups – Approved and taught as DISRES/CONRES 636	
Environment	4 from among [all 3-credit courses] :	
CRHSGG 640	International institutions for the environment – Approved and taught as CONRES/PAF 640	
EEOS 616	Environmental policy and administration	
EEOS 670	Environmental economics	
EEOS 680	Costal and ocean law	
EEOS 684	Climate and energy: law policy and management	
EEOS 685	Legal foundations for ecosystem's management	
EEOS 716	Scientific and technical information and the policy process	
EEOS 726	Coastal zone management	
Gender, human rights, and human development	4 from among [all 3-credit courses] :	
CRHSGG 697	Feminism and Islam – Approved as course to be taught within the Graduate Consortium on Women's Studies*	
CRHSGG 697	Gender, politics, and nationalism – Approved as Special Topics Course	
CRHSGG 603	Building democracy in Africa – Approved and taught as DISRES/CONRES 603.1	
CRHSGG 626	Reconciliation and intergroup relations - Approved and taught as DISRES/CONRES 626	
CRHSGG 635	Globalization and development – Approved and taught as PAF 635	
CRHSGG 697	International institutions and development – Approved as Special Topics	
MBA MGT 684	Social enterprise and poverty alleviation	
PAF 645	Program evaluation	
Global political economy	4 from among [all 3-credit courses] :	
CRHSGG 634	International political economy – Approved and taught as PAF 634	
PAF 681	Globalization and sovereignty	
MBA AF 603	Massachusetts in the global economy	
MBA AF 630	International economy and business	
MBA MGT 665	International and comparative management	
MBA MGT 675	Managing in the global economy	
MBA MGT 677	Multinational corporations and globalization	

	SubTotal # Concentration Credits Required	12
Other/Elective Course Choices (Total courses required = 4)		
From among the above courses the concentrations. May include up to 2 units (6 credits) for an approved internships.		
	SubTotal # Elective Credits Required	12
Dissertation		
	Minimum of 10 credits	10
Curriculum Summary		
Total number of courses required for the degree	16 + 20 credits [colloquium, research groups, and dissertation]	
Total credit hours required for degree	68	
Prerequisite or Other Additional Requirements:		
Examination in a second language.		
Two qualifying exams, one covering the core, the other covering a concentration.		
Successful oral defense of the dissertation		

ATTACHMENT B: BUDGET

<i>One Time/ Start Up Costs</i>	<i>Cost Categories</i>	<i>Annual Expenses</i>			
		2012-13	2013-14	2014-15	2015-16
	Graduate assistantships	80,000	220,000	380,000	540,000
45,000	Full Time Faculty (<i>Salary & Fringe</i>)	195,000	195,000	195,000	195,000
	Part Time/Adjunct Faculty (<i>Salary & Fringe</i>)	0	0	0	0
	Staff	0	45,000	45,000	45,000
	General Administrative Costs	20,500	20,500	20,500	20,500
	Instructional Materials, Library Acquisitions	0	0	0	0
Allocation of space by the provost.	Facilities/Space/Equipment	0	0	0	0
	Field & Clinical Resources	0	0	0	0
	Marketing	5,000	5,000	5,000	5,000
10,000	Other (Specify) Journal	0	0	0	0
55,000	TOTALS	\$300,500	\$485,500	\$645,500	\$805,500

<i>One Time/Start-Up Support</i>	<i>Revenue Sources</i>	<i>Annual Income</i>			
		2012-13	2013-14	2014-15	2015-16
10,000	Grants	0	55,000	76,000	108,000
	Tuition (PhD)	0	1980	3960	7920
	(IR)	36,900	73,800	110,700	147,600
	Fees (PhD)	0	7200	14,400	28,800
	(IR)	51,300	102,600	153,900	205,200
	Departmental	0	0	0	0
45,000	Reallocated Funds (Resources committed through the University's regular budgeting)	212,300	244,920	286,540	307,980
	Other (specify)	0	0	0	0
\$45,000	TOTALS	\$300,500	\$485,500	\$645,500	\$805,500

UMass Boston Budget Notes:

Costs

Graduate Assistantships Enrollment projections determine the need for assistantships based on the assumption that all full-time students will receive assistantships for 4 years. For the cost per student per year, \$20,000 is used as an average.

Faculty The curriculum lists 5 courses that will be taught each year that have been or will be created exclusively for this program. (The courses are Global governance, Human security, Global environmental governance, Gender and human security [or its equivalent], and the PhD specific research methods class). If the PhD program GPD is compensated with a reduced teaching unit, that is the equivalent of 1.5 McCormack faculty members devoted exclusively to this program. We have used \$130,000 as the average salary and fringe benefits per year for each faculty member in the department, $1.5 \times 130,000 = \$195,000$. We have allocated all the start-up costs of the three members of the department that we plan to hire to the PhD program, even though the majority of

the students that they will teach will be from the existing masters' programs (3 x 15,000 = \$45,000). We have, therefore, not included the start-up costs of the new faculty who have already been hired (Ivanova and Murphy).

Administrative staff The new doctoral program, by itself, will require the support of a new staff member; salary is based on expected rank.

Facilities for the renovation of office space, lounge, and classroom are already planned for in the University's existing capital budget. The provost has promised the space as it becomes available.

Additional costs are for a new research journal in the field.

Revenues

Grants We expect faculty members to raise the \$10,000 in start-up funds needed for the journal. We expect that faculty external research funds will cover 1 in 5 of these needed assistantships beginning in 2012-13.

Tuition and fees Non-full time PhD students (1 in 2013-14 rising to 4 in 2015-16) will pay tuition and fees. We assume all will be in-state students taking 18 credits per year and we assume tuition of \$110/credit (18x110 = \$1980 per student per year) and fees of \$400/credit (400x18 = \$ 7200 per student per year). The result is the first line in each section labeled "PhD."

Faculty in the department also teach fee-paying students in the two masters programs, in the certificate program in Conflict Resolution, and undergraduate classes in the College of Liberal Arts. The two masters programs have in place plans for expansion (which appear to have been successful for the entering class of fall 2012). We have allocated funds to the PhD program a small part of the total tuition and fees raised by the department: those from the planned expansion of the IR MS program by 5 students paying out of state tuition each year. This process will continue in each of the first four years of the PhD program. The students in the IR program (most of whom work full time) take 18 credits per year. We assume tuition of \$410 per credit (18x410 = \$7380 per student per year) and fees of \$570 per credit (18x570 = \$10,260 per student per year). The result is in the second line of each section labeled "IR." Because the new students in the IR program are expected to be added to existing courses, these are conservative estimates of the tuition and fee revenue raised by the department that could be used to support the new program.

Reallocated funds Resources have been committed through the university's regular budgeting process and meet the full costs of the program. (These commitments include the guarantee of graduate assistantships that are not planned to be covered by faculty grants as well the start-up funds for new faculty). The figures on this line indicate the amounts needed in each year. It should be noted that while the figures here may suggest that a continuing reallocation of funds to the department on the order of \$200-300 thousand dollars per year may be needed to support the PhD program, that is not the case. If the IR MS program continues to grow, as planned, at the same rate for 3 more years (that is, until 2018-19), tuition and fees from that program would then cover the costs of the PhD program. If we are able to develop the profession track in the PhD program that the external reviewers have suggested, that we plan, and that is not highlighted in this proposal, the tuition and fees from that fee-paying program will also reduce the requirement for any reallocation of funds.
