Review Process

The Department of Political Science and the Center for Governmental Research and Public Service each prepared a Self Study following program review guidelines. An External Review Team, composed of three faculty/administrators from other institutions, visited the campus, reviewed the Self Study documents, and interviewed unit personnel, students, and University administrators. The Self Study and the External Review were read and discussed by the Program Review Committee. This document reflects the Program Review Committee (PRC) findings and recommendations.

Self Study

Overview: The Department, founded in 1946, currently offers a BA degree in Political Science, a Master’s degree in Public Administration and International Affairs (MPAIA), and the dual MA degree in German and Political Science. The MPAIA (hereafter abbreviated as MPA) program, which was authorized by the Ohio Board of Regents in 1992, follows the curricular guidelines established by the National Association for Schools of Public Affairs and Administration (NASPAA), although it is not formally accredited by NASPAA. Until 1994, the Department offered an MA and an MAT in Political Science. The Department strives to provide a “high quality, comprehensive undergraduate experience in political science,” and “focused graduate programs in public administration and carefully selected areas of political science.”

The Center for Governmental Research and Public Service (CGRPS; hereafter referred to as the Center), established in 1989, has been a state designated “Rural Universities” Project since 1985, with a direct line budget allocation from the Ohio Legislative Assembly. The Center is mandated to provide applied research, management training, technical assistance and economic development services to Ohio’s rural and small local governments, private non-profit and development organizations, and Ohio legislative and executive agencies. The Center’s Director is selected, evaluated by and reports to the Vice Provost for Research and Dean of the Graduate College. The Center’s Self Study was prepared as “part of the department/program review of the Department of Political Science.” This seeming ambiguity in the relationship between the Center and the Department is due more to a historical than theoretical reason: the Center has relied almost exclusively on the faculty in the Department of Political Science, even though it is supposed to be an interdisciplinary unit.

Faculty/Students: Currently eleven tenured and probationary faculty are in the Department. Three faculty will have retired by June, 1998, thus reducing the total number of full-time faculty to eight. However, some retired faculty will return under the Supplemental Retirement Program, and the Department is authorized to recruit one position by August, 1998. In addition, the Department hires one adjunct faculty member on a part-time basis. Of eight full-time faculty, three are full professors, two
are associate professors, and three are assistant professors. By comparison, there were 14 in 1991. The Department wants a minimum of four full-time faculty lines in the fields of comparative government, political theory, American government, and public law to attain “premier” status. The Department lists six sub-fields for concentration: American government, comparative government, international relations, political theory, public administration, and public law. However, it has not offered political theory and comparative Asian government for nearly a decade. The Department decided to reduce the number of core courses in the MPA program in 1997 and seek interdisciplinary cooperation with faculty of other departments, schools and colleges (history, philosophy, American culture, mass communication, public health etc.) to improve the program. It also agreed to explore the possibility of reviving an MA program in political science in targeted areas.

The number of undergraduate and graduate majors dropped approximately 24 percent from 165 to 125 students and 35 percent from 43 to 28 students respectively during the period between 1994 and 1997. Similarly the number of degrees conferred declined by 19 percent from 57 to 47 for undergraduate degrees and by 28 percent from 29 to 21 for graduate degrees during the period between 1993 and 1997. Student credit hours per FTE per year (SCH/FTE, annually) ranged from 813 in 1993 to 642 in 1996. Majors are predominantly Ohioans, Anglo-white, male in the traditional age zone, with an African-American minority representation among graduate student majors.

The Center’s Director and affiliated faculty have come exclusively from the Department. The Center had two members in 1992, three in 1993, six in 1994, six in 1995, seven in 1996, and five in 1997, averaging 4.8 members. The Center affiliated graduate assistants averaged 9.1 students per semester.

Facilities: The Department is housed on the first floor in the north wing of Williams Hall. The Self Study finds faculty offices, the chair’s office and the conference room minimally adequate for a faculty of 12. The space problem for the Department is mainly caused by the placement of the Center on the same floor. The Department wants to move from Williams Hall to renovated space in University Hall.

Budget: The operating budget of the Department has remained constant at $27,173 for the last six years. The Center generated annually between $162,203.00 in 1992-3 and $388,936.00 in 1997-98 in revenues from Ohio direct-line allocation, Economic Development Administration grant, SPAR office external grants, and self-generated entrepreneurial activities, a significant portion of which is claimed to have been made possible by departmental effort.

Scholarly Productivity: Faculty are expected to produce approximately one article or book chapter per year, in addition to the regular presentation of papers and contributions to applied research. From 1991 to 1997, eight faculty published 42 articles in professional journals and coedited four books. Faculty are encouraged to seek research grants, although most basic research is funded internally. The Department’s grant production has been episodic at best, including only $45,000 from the National Science Foundation and $2,500 from the Ray Bliss Institute in 1992. The faculty also engage in applied research through the Center by providing various technical assistance to local government agencies. The relatively low research productivity is seen
as professionally commensurate with the Department’s focus on undergraduate teaching and Masters-level programs. The Department prides itself on being an excellent teaching department. One faculty has won the University Master Teacher award and another was a recent semi-finalist. All faculty teach five courses a year, except for the Department chair, the graduate coordinator, and the Center director who teach one course per semester.

The Center engaged in applied research or self-generated entrepreneurial projects, such as the Hancock County United Way needs assessment survey, a workshop for continuing legal education credit on sexual harassment, and a comprehensive plan for Wood county. The Center also sought external funding for graduate student fellowships for international students. The Self Study points out that the Center’s research and public service focus is applied in nature, so that the quality of its work cannot be measured by the number of “refereed publications, citations and patents...”

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Student Outcomes Assessment: The Department is committed to the goal of a liberal arts education and the values of a civil society. Students should develop literacy in logic and technology, and understand western political thought, the American legal system, and different political societies. The three learning outcomes that the Department agreed on in 1996 are communication skills, problem solving and critical thinking ability, and understanding of public and international affairs. The Department conducted exit interviews of the May 1997 baccalaureate graduates, and a mail survey of MPA graduates who received the degree between 1991 and 1996. The Department also relied on anecdotal evidence and the alumni telephone survey conducted in 1990. The Department concluded that the overwhelming majority of graduates were satisfied with the education that they received and found their training helpful for their subsequent careers. The student outcome assessment procedures need further refinement to help the Department identify areas for improvement.

Service: While many faculty remain active in department, college, and university level governance, as well as in their service to regional, national, and international professional organizations, the Department prides itself in its continuous support of the Center. The faculty provide technical assistance, outreach and service activities to the public and non-profit sectors of Northwest Ohio. The Center has worked with the Department to secure funding from the United States Information Agency and develop a training program for public administrators from developing democracies, especially Russia and Ukraine. The Self Study claims that the Center’s participation with the USIA has provided the Center and the University with international recognition.

Work Environment: While the shortage of space in Williams Hall and the reduced number of faculty create a less than desirable work climate, the Department also recognizes the opportunity and challenge that the changing times have brought to the Department. The Self Study was prepared as a collegial undertaking and the Department wishes to be open and ready for change. The Department conducts major business in weekly department meetings. Advisory committees are also used to conduct business. The Department recognizes that building up collegiality and effective communication among faculty is necessary for a good work climate. They must work to overcome a history of serious internal conflicts and high faculty turnover. The
Center has relied upon financial and professional incentives to encourage faculty participation. The Interim Director is committed to tapping a broader pool of faculty expertise across academic disciplines.

External Review

Strengths: The External Review Team praised the faculty for their strong commitment to excellence in undergraduate teaching, which is reflected in a solid curriculum. They were pleased with students’ endorsement of the Department’s teaching excellence, the faculty’s responsiveness to student evaluations and the accessibility of the faculty for student advising. Their meeting with the Department’s undergraduate students was the “most profoundly and genuinely positive experience” of the team’s three day visit to the University. They found the Department to be at a crucial juncture, with an opportunity to produce fundamental and lasting change. They noted that the Department has made great strides in improving collegial relations among the faculty. They evaluated the Center as part of the Department and considered the Center an important asset to the Department and the University. The team noted that the Master of Public Administration (MPA) program has a distinguished and national reputation for educating students who seek to improve the human condition in small towns and rural regions throughout the United States. They were impressed with success in alumni placement in the country and throughout the world.

Weaknesses: The External Review Team noted that the Department has suffered over the past decade from serious internal conflicts and gradual but unremitting decline in faculty size, from 15 -16 faculty members in the 1980s to eight in academic year 1998/99. The Department needs a Chair who is a strong leader, exercising great authority and consulting closely with his or her colleagues. Weekly Departmental meetings are excessive. The Department’s contentiousness has caused severe damage both internally and to its image within the broader University community. The Department ‘s relationship with the Center is in a muddle. The senior faculty who have not always met the proposed research criteria should renew their commitment to scholarly research and provide leadership on the Department’s research agenda. The MPA program must prepare for the eventual accreditation by the National Association of Schools of Public Affairs and Administration. It needs courses focusing on the central areas of public human resource management/policy and public budgetary practices/financial policy. It needs to develop more interdisciplinary electives that will enhance the preparation of MPA students for an increasingly complex and interdependent world in the twenty-first century. The External Review Team found an uneasy level of conflict among the MPA program faculty, which is causing stress on MPA program students. Some MPA program faculty criticize colleagues in front of students, a practice which they found counterproductive to achieving program excellence.

Recommendations: The Department and the College must seize the current opportunity for fundamental and lasting change and revitalize what has often been a troubled and contentious Department by implementing the following:
1) There are clear and immediate needs for new recruitment in American government, comparative government, international relations, and political theory. Thus, the College should authorize a second tenure-track search for 1998-99. Additional new recruitment should be authorized for each position in 1999/2000 and 2000/2001, one of which should be at the senior level. The Department should include prominent faculty from cognate disciplines on the Search Committee.

2) The Chair should serve as the sole spokesperson for the Department and the Center. The Chair should have direct oversight and control over the general direction and operation of the Center. The untenured faculty should not be involved in promotion and merit raise decisions. Collegial relations must be improved among the very important and core public administration faculty. The Department should hold an annual year-end dinner and brown bag colloquium involving faculty and graduate student presentations.

3) The Department and the University should clarify their relationship with the Center, the Department’s role in the Center, and the Center’s obligation to applied and theoretical (more scholarly) research. Faculty involved in the Center should be encouraged to use their applied research as the basis for their theoretical research. The Department and the University must decide on the two alternatives for the Center’s future: a) the Center as a service delivery program for the local public sector, or b) the Center clearly linked to the Department and governed by its faculty to foster more scholarly research. The Center should establish a campus-based academic advisory board, consisting of the Graduate Dean and interested faculty from social and behavioral sciences.

4) The senior faculty members should renew their commitment to scholarly research.

5) The Department should reduce the current six sub-fields to five by subsuming the field of public law under American government. This will enable all Political Science students to have course work in the international relations or comparative government field, thus preparing them for an increasingly global society.

6) MPA program: a) the Department should reconsider the core curriculum by developing courses on public human resource management / policy and public budgetary practices / finance policy, b) the Department should explore the development of more interdisciplinary electives, c) the revised MPA curriculum should be assessed after one class of students completes it for its effectiveness to audiences on campus and external to BGSU, d) the University should support the Department effort for NASPAA accreditation, which will place the MPA program in the top 20% nationally, and e) the self study phase of the NASPAA accreditation process should begin no sooner than three academic years after the University pays serious attention to this issue.

7) A much closer linkage should exist between the MPA program courses and the Center activities.

8) The new MA program should await the expansion of the faculty to 12-13 positions. If the program is still appropriate at a future date, it should be developed in
ways to complement the Department’s MPA program and other University programs, such as German or interdisciplinary programs.

9) The Department should consider the following activities for the Center to enhance the reputation of the public administration faculty and the Department: a) establish a repository of unique collections of public administration documents, b) fund a special symposium issue of a public administration or public policy journal, c) fund a speakers series to bring scholars to the BGSU campus, and d) fund Department faculty who wish to pursue a scholarly project of interest to the Center and Department.

Program Review Committee Determinations

The PRC has reviewed the Self Studies conducted by the Department of Political Science and the Center for Governmental Research and Public Service, the report provided by the External Review Team, a written response to the External Review Team report by the Chair of the Department, and after careful deliberation, arrived at the following determinations:

Strengths: The Department of Political Science provides an important contribution to undergraduate and graduate education at Bowling Green State University. The faculty’s commitment to liberal arts education, the values of the civil society, and understanding of public and international affairs are valued by their colleagues on this campus, especially in the College of Arts and Sciences. The PRC is impressed by the Department’s commitment to teaching excellence. It also recognizes and commends the Department for its great strides in recent years in improving collegial relations among the faculty. The PRC agrees with the External Review Team’s observation that the Department is at a propitious moment for change, facing an opportunity as well as challenge to be a premier center of political science in Ohio and the nation. The PRC acknowledges the Center as an important asset to the University’s public outreach mission.

Concerns: How can the actual and potential strengths of this department and the Center as outlined above be directed in such a way that they will successfully attain their shared goal of excellence with the University in the next seven years? The PRC considered the following to be of critical importance to their success: 1) a concerted effort by the Department to focus on developing one or two key fields as its strength for national prominence, 2) the Department’s increased share of general education, 3) a renewed effort by the Department for increased student enrollments and majors, 4) a clearly defined role of the Department in the Center, and the Center’s relations with the Department, 5) the Department’s sustained effort to nurture trust and collegiality among the faculty led by the Chair, 6) eventual NASPAA accreditation for the MPA program, and 7) the University’s support for new faculty lines, contingent upon appropriate Departmental response to recommendations in this report.

Focus on One or Two Fields. Because of the limited and competitive nature of available resources in the next seven years, the Department cannot develop all six fields into those of the highest quality in Ohio and the nation. Rather, the Department should make a concerted effort to focus on developing one or two fields, such as public administration and/or American government as the primary field, and public law
and/or political theory as the secondary field. Selected fields should be developed for national prominence in the next seven years. Other fields, such as comparative government and international affairs, might be developed in the future if circumstances allow. Such a developmental strategy is based on the Department’s vision, and must be made early, for it will affect hiring priorities and curricular modifications.

**An Increased Share of General Education.** In light of the low SCH/FTE data, it is the view of the PRC that more freshmen and sophomores should be enrolled in general education courses in political science. The PRC wants the Department to make a greater effort at increasing undergraduate enrollments in its general education course offerings. We recognize, however, that the Department’s reduced number of faculty may be a contributing factor for a general decline in student credit hours and the number of undergraduate sections.

**Increased Majors and Student Enrollment.** The PRC expressed concern for the Department’s steady decline in majors and student enrollment: from 165 majors in 1994 to 125 in 1997; from 813 SCHs in 1993 to 642 in 1996. The PRC recognizes that political science as a field has experienced a similar trend nation-wide and that the faculty’s illness, departure, and retirements no doubt contributed to the decline. The PRC noted, however, that many non-doctoral program units comparable to the Department require a six course teaching load. The Department should introduce a flexible teaching load policy wherein the standard teaching load is six courses, and loads of five courses are awarded to faculty with productive and active research agendas. The Department can increase the number of courses/sections offered in this way, but it should also explore other measures to increase student enrollment and majors.

**Relations with the Center.** Recognizing the Center as an important asset to the Department and the University, the PRC recommends that the Department redefine its role in and relations with the Center. The PRC is not convinced that the Department has taken full advantage of the educational and experiential benefits of its relations with the Center. The Department must decide with the Vice Provost for Research and the Dean of the Graduate College whether 1) the Center should remain in the Department in terms of its physical space and operation, 2) the Chair of the Department should exercise oversight and control of the Center’s direction and operations, 3) the faculty involved in the Center should connect their service to the local public sector in applied research with their scholarly basic research leading to publication in refereed national and international journals in public policy and administration, 4) Center activities should be linked to class projects in the research methods course, thus providing valuable experience to students, and 5) aside from the Center’s external advisory board, a campus-based academic advisory board consisting of the Dean of the Graduate College and faculty from various disciplines on campus, should be created to develop an expanded faculty expertise pool for the Center.

**Improving Collegial Relations.** The new-found collegiality remains fragile. The decade-long contentiousness among the senior and core public administration faculty should be eliminated and replaced with a new spirit of trust and collegiality. The PRC supports the External Review Team’s practical recommendations on how to cultivate and improve collegiality among the faculty. In order to effect a change in the *status quo* and to gain much needed trust and resources, the PRC believes that a fundamental
change must occur in the outlook and behavior of the current senior and core faculty members. It is the PRC’s view that in the final analysis the Chair must be willing to exercise stronger leadership to cultivate collegiality and end historical contentiousness among the faculty.

Preparing the MPA Program for NASPAA Accreditation. The Department should revise the core curriculum, develop interdisciplinary electives to help MPA students prepare for a more complex and interdependent world in the twenty-first century, and maintain a core faculty of five productive and collegial members as defined by NASPAA to teach the program curriculum, conduct basic research, and perform service for public sector entities.

The University’s Support for New Faculty Lines. The PRC believes that the Department needs a critical mass of full-time faculty members in order to implement its plan for a premier undergraduate program in political science with a master’s program in selected areas. The PRC believes that the Department should seek new positions not only to meet the curricular needs of the Department, but also to serve as a key unit of liberal arts education and to support other departments and interdisciplinary programs, such as History, Philosophy, German-Russian-East Asian Languages, Economics, Asian Studies, American Cultural Studies, and International Studies. The Department should take the initiative in making collaborative teaching and research arrangements with cognate units for new positions, such as shared graduate level teaching with such Ph.D. programs as policy history and applied philosophy. In order to effect a change in the status quo, however, the PRC feels that new faculty lines should be contingent on satisfactory Department response to the findings and recommendations in this report.

Recommendations and Timelines

The following section of this Report provides recommendations to the Department, the Center, and the University for actions and timelines to help the Department and the Center achieve the regional and national prominence that they seek in the next seven years. The PRC recognizes that this is a crucial time for the Department, the Center, and the University to revitalize Political Science as a core unit in the undergraduate liberal arts education at the University, build a graduate program that will enjoy national prominence for its applied and theoretical study, and expand the Center through its applied and scholarly research activities at the regional, national and international levels.

1. By the end of September, 1998, the Department should decide to commit itself to developing a more focused program with one or two fields as the primary strength of the Department. For example, the Department may choose American government/public law as the major focus, and comparative government/political theory as the secondary focus for the undergraduate program, and public administration as the primary focus for the graduate program.

2. After the Department decides on the major foci for the undergraduate and graduate programs, the faculty should reexamine their current curricula by the end of the Fall semester, 1998. The Department should consider the External Review Team’s recommendation to change the core curriculum of the MPA program by developing
more interdisciplinary electives and courses on public human resource management/policy and public budgetary practices/finance policy.

3. During the Fall semester, 1998, the Department should take steps to increase its contribution to general education, increase the number of majors, and increase Student Credit Hours in Political Science overall. These efforts should continue throughout the review period. The Department should expand its recent practice of hiring a Ph.D. student in a cognate discipline, such as policy history or applied philosophy, to teach in its general education program.

4. Beginning academic year 1999-2000, the Department should implement a six course teaching load as a standard for all faculty, while adopting a flexible teaching load policy to permit those faculty who are exceptionally productive in research to be assigned a five course teaching load a year.

5. During the Fall semester, 1998, the Department should reduce the number of sub-fields for majors from six to five. It should also implement steps to strengthen offerings in these sub-fields, including a capstone senior seminar, student internships program, and a portfolio system for assessment of student achievement.

6. The Department of Political Science has made little progress implementing assessment plans. Therefore, we recommend that the Department implement at least one new assessment activity by the end of Spring term, 1999. It is further recommended that this assessment plan be subsequently evaluated and additional assessment activities be undertaken on a yearly basis throughout the review period. Reports should be made yearly to the Dean and to the Vice Provost for Academic Affairs regarding assessment activities.

7. The relationship of the Department and the Center should be clarified. The PRC recommends that the Department meet with the Vice Provost for Research to discuss the Department’s relations with the Center and define what role the Department has in directing and operating the Center. This meeting should be held at the earliest date possible in the Fall semester, 1998. Taking the advice of the Department faculty into account, the Vice Provost for Research should make this decision by the end of Fall semester, 1998.

The PRC does not recommend other options that the External Review Team raised regarding the Center, namely, the Center could be 1) focused primarily on service delivery to the local public sector, or 2) linked to a new or existing interdisciplinary program. However, we leave these possibilities open, with the final decision to be made by the Vice Provost for Research.

8. In conjunction with the previous recommendation, the Center’s Director should meet with the Vice Provost for Research to decide if the relationship of the Center with the Department is in compliance with the interdisciplinary design mandated by the state legislature. The Vice Provost for Research must decide whether he agrees with the Center’s Self Study, which asserts: “the purpose of the Center’s applied research activity is to fill a service delivery need, therefore, unlike more pure academic theoretical research, its research activity is best evaluated based upon local
government satisfaction.” The PRC argues that the participating faculty have an opportunity to test theoretical models while designing and implementing contracted projects, and they should be encouraged to publish their findings in professional journals, as urged by the External Review Team. The Vice Provost for Research should decide on the nature of the contractual arrangement for participating faculty and the Center’s need for more proactive project planning to attract more interdisciplinary faculty to the Center’s activities. The Department will specify in its Promotion and Tenure document and in its merit document how it will value theoretical research vis a vis applied research carried out in connection with Center activities.

9. If the Department is to play a leading role in the Center (see recommendation 7, above), the Vice Provost for Research should decide if the Chair of the Department shall have managerial oversight and control of the Center. This action was recommended by the External Review Team and the PRC endorses it as well. The Vice Provost for Research should also decide whether to reactivate the Center’s advisory board. A campus-based academic advisory committee, consisting of the Graduate Dean and interested faculties from the social and behavioral sciences, could help provide scholarly and interdisciplinary advice. These actions should be taken by the end of the Fall semester, 1998. The PRC believes that the Department’s decision in favor of the above actions will benefit the Department’s graduate program in public administration, and help increase scholarly productivity, as well as strengthen its position for new faculty hires.

10. During the Fall semester, 1998, the Department should implement measures recommended by the External Review Team to promote trust and collegiality among faculty members and to nurture its intellectual atmosphere. The PRC supports the External Review Team’s recommendation that the Chair exercise greater authority for the Department, by promoting collegiality, asserting leadership, communicating closely with colleagues, and removing causes of distrust. The PRC recommends that the Department conduct a questionnaire-based survey annually among the faculty to assess and improve collegiality in the Department.

11. If, by the end of the 1999-2000 academic year, the Dean of Arts & Sciences and the Vice Provost for Research find that the Department and the Center have acted on the above recommendations in a satisfactory manner, then the Dean of Arts & Sciences should provide the Department with new hires in accordance with priorities that the Department determines. The Dean may also agree to authorize a tenured senior position as one of the requested positions to strengthen the core faculty leadership of the Department and its graduate program. The PRC recommends that the Department invite prominent faculty from cognate disciplines to serve on the search Committees, so that the Department recruits the new faculty who can also support a cognate Ph.D. and/or interdisciplinary program, such as policy history, applied philosophy, or Asian Studies.

12. The Department and the Center should be relocated to renovated space in University Hall, in accordance with the current Capital Plan.

13. The Department should strengthen its interdisciplinary linkages at the undergraduate level by taking the following actions: a) identify and articulate the
Department’s interdisciplinary curricular interest and need; b) submit new course proposal(s) in collaboration with interdisciplinary program(s) such as Women’s Studies, Canadian Studies, Environmental Studies, Asian Studies, International Studies, or American Cultural Studies; c) explore opportunities for joint research through external grant submissions with selected departments, such as history, geography, sociology, philosophy, economics, GREAL, and geology. The Department’s strong leadership in seeking new positions that support other departments and interdisciplinary programs will help strengthen the Department’s role in liberal arts education and graduate education in public administration. These activities should be ongoing throughout the review period.

14. The Department should implement the External Review Team’s recommendations regarding strengthening the research mission: the Department should organize a speakers series supported by the Center to discuss the research findings of the faculty and graduate students; promote the scholarly projects of the Department faculty; hold brown bag colloquia to encouraging faculty and graduate students to share their research endeavors; and increase the faculty ’s submission of grant proposals for external funding in support of their research.

15. The Department should review the effect of the curriculum change for the MPA program on graduate students, including the effect of interdisciplinary elective courses and newly developed courses proposed by the External Review Team, such as public human resource management/ policy and public budgetary practices/ finance policy, and revise the MPA advising system in such a way that student-faculty interaction might be enhanced. These actions should be taken by the Fall semester, 2001.

16. The Chair should begin studying the requirements and processes associated with the NASPAA accreditation of the MPA program, attend the annual NASPAA conference, and begin the Self Study phase of the NASPAA accreditation, by the Fall semester, 2001.

17. Beginning the Fall semester, 2001, the Center should begin implementing the External Review Team’s recommendations: a) to establish a repository of researchable collections of public administration documents, b) to hold a regional and/or national symposium on aspects of public administration or public policy, and c) to publish a special symposium journal, funded by a portion of Center overhead from applied research projects.

18. If the MPA program and dual MA program in Political Science and German grow in student demand, the Department should consider reviving the MA program in Political Science.

19. The Center should begin sponsoring an annual speakers series and symposium, capitalizing on the strengths of the past achievement of the Center, as envisioned by the External Review Team. These activities should begin once other more pressing concerns have been addressed, probably by academic year 2003-04.
20. The Department should assess the impact of the undergraduate and MPA program on the careers of its alumni and alumnae. Appropriate timing for this assessment could be Fall semester, 2002.

21. The Department should make arrangements for an External Review Team, in preparation for the NASPAA accreditation in academic year 2002-03.

22. In Academic year 2003-04, the Department should collect data, identify important issues, and begin organizing the Self Study for the next Academic Program Review, which is to occur in 2004-05.

23. By Spring semester, 2005, the Department should apply for the NASPAA accreditation.

The Department of Political Science should report annually to the Dean of Arts & Sciences, with a copy to the Provost, on the implementation of these recommendations.