

# Board of Governors, State University System of Florida

## Request to Offer a New Degree Program

(Please do not revise this proposal format without prior approval from Board staff)

University of West Florida  
University Submitting Proposal

College of Arts, Social Sciences and Humanities

Name of College(s) or School(s)

International Affairs

Academic Specialty or Field

45.0901

Proposed CIP Code

Fall 2020  
Proposed Implementation Term

Reubin O'D. Askew Department of Government

Name of Department(s)/ Division(s)

Master of Arts in International Affairs

Complete Name of Degree

The submission of this proposal constitutes a commitment by the university that, if the proposal is approved, the necessary financial resources and the criteria for establishing new programs have been met prior to the initiation of the program.

March 18, 2020

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| <u>Date Approved by the University Board of Trustees</u> | <u>President</u> | <u>Date</u> |
|--|------------------|-------------|

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|--|-------------|--|-------------|
| <u>Signature of Chair, Board of Trustees</u> | <u>Date</u> | <u>Vice President for Academic Affairs</u> | <u>Date</u> |
|--|-------------|--|-------------|

Provide headcount (HC) and full-time equivalent (FTE) student estimates of majors for Years 1 through 5. HC and FTE estimates should be identical to those in Table 1 in Appendix A. Indicate the program costs for the first and the fifth years of implementation as shown in the appropriate columns in Table 2 in Appendix A. Calculate an Educational and General (E&G) cost per FTE for Years 1 and 5 (Total E&G divided by FTE).

| Implementation Timeframe | Projected Enrollment (From Table 1) |      | Projected Program Costs (From Table 2) |           |                         |                 |            |
|--------------------------|-------------------------------------|------|--|-----------|-------------------------|-----------------|------------|
|                          | HC                                  | FTE  | E&G Cost per FTE                       | E&G Funds | Contract & Grants Funds | Auxiliary Funds | Total Cost |
| Year 1                   | 10                                  | 5.5  | \$21,562                               | \$118,593 | 0                       | 0               | \$118,593  |
| Year 2                   | 15                                  | 8.25 |  |           |                         |                 |            |
| Year 3                   | 15                                  | 8.25 |  |           |                         |                 |            |
| Year 4                   | 20                                  | 11   |  |           |                         |                 |            |
| Year 5                   | 20                                  | 11   | \$16,394                               | \$180,332 | 0                       | 0               | \$180,332  |

*Note: This outline and the questions pertaining to each section must be reproduced within the body of the proposal to ensure that all sections have been satisfactorily addressed. Tables 1 through 4 are to be included as Appendix A and not reproduced within the body of the proposals because this often causes errors in the automatic calculations.*

## **INTRODUCTION**

### **I. Program Description and Relationship to System-Level Goals**

**A. Briefly describe within a few paragraphs the degree program under consideration, including (a) level; (b) emphases, including majors, concentrations, tracks, or specializations; (c) total number of credit hours; and (d) overall purpose, including examples of employment or education opportunities that may be available to program graduates.**

### **II. Master of Arts**

### **III. International Affairs**

### **IV. 33 Semester Credit Hours**

**V.** The University of West Florida (UWF) seeks to offer a stand-alone Master of Arts in International Affairs degree program, CIP Code 45.0901, beginning fall 2020. The M.A. in International Affairs will be housed in the Department of Government in UWF's College of Arts, Social Sciences and Humanities. The proposed M.A. in International Affairs program is currently operating as a track in the M.A. in Political Science, CIP Code 45.1001, degree program. The proposed stand-alone M.A. in International Affairs program will be delivered in a blended face-to-face and synchronous online delivery format from the UWF Pensacola Campus.

The curriculum will emphasize international politics, including relations between countries, trade and diplomatic negotiations between countries, foreign policy, and military conflict and engagement. It will also emphasize the policy-making and decision-making process both domestically and internationally. Elevating this specialization to a stand-alone degree program will serve to better identify the program to students and employers by helping students to meet their career goals, and enabling employers to identify and recruit UWF students.

An M.A. in International Affairs is highly sought after by employers such as national defense contractors, international business, and the military (Refer to Section II. A. of this proposal).

**B. Please provide the date when the pre-proposal was presented to CAVP (Council of Academic Vice Presidents) Academic Program Coordination review group. Identify any concerns that the CAVP review group raised with the pre-proposed program and provide a brief narrative explaining how each of these concerns has been or is being addressed.**

UWF presented the proposed M.A. in International Affairs degree program proposal to the CAVP on February 22, 2019. Two areas of concern were expressed by some members of the review group. The first concern addressed whether there is enough demand, especially in North Florida, for this type of degree program. The second concern expressed was in relation to the selected program CIP Code. This concern was prompted by some of the pre-proposal language regarding cybersecurity. UWF has addressed the first and second concerns by the CAVP by pointing out the uniqueness of the proposed curriculum for the M.A. in International Affairs.

Sections II.A. and II.B of this proposal demonstrate the demand for the program in North Florida and specifically in the region which UWF serves.

In response to the CAVP concern related to demand, UWF's proposed M.A. program has been offered by the Reubin O'D. Askew Department of Government as a specialization in Security and Diplomacy of the existing M.A. in Political Science. The department wishes to convert this specialization into a stand-alone degree program. Based on historical data from the specialization, the primary target for the stand-alone degree program's enrollment is students who currently reside in Northwest Florida. The program specialization students are currently employed in civil service or military service sectors or are current UWF undergraduates who do not want to leave the local area but need graduate work to enhance their prospects of working in their field locally. Elevating this specialization to a stand-alone degree program in International Affairs will allow graduates to more quickly convey the nature of their master's level education to potential employers in the government and military sectors to include private contractors of the many military installations in the UWF service area.

UWF has addressed the second concern of the CAVP regarding the appropriateness of the CIP code of 45.0901 for the proposed degree program given references to cybersecurity while the curriculum and courses are all from the Political Science discipline. The proposed degree program would not involve the technical aspects of a field such as computer networking security, as are the focus of UWF's existing programs in cybersecurity. The department sees opportunity for interdisciplinary collaboration with other academic departments, however, the focus of UWF's stand-alone degree program in International Affairs is to offer national security policy courses, which address cybersecurity threats (among other threats such as missile threats, or chemical weapon threats, etc.) from a policy perspective rather than from a technical perspective.

**C. If this is a doctoral level program please include the external consultant's report at the end of the proposal as Appendix D. Please provide a few highlights from the report and describe ways in which the report affected the approval process at the university.**

Not applicable; this is not a doctoral degree program.

**D. Describe how the proposed program is consistent with the current State University System (SUS) Strategic Planning Goals. Identify which specific goals the program will directly support and which goals the program will indirectly support (see link to the SUS Strategic Plan on [the resource page for new program proposal](#)).**

Increase the Number of Degrees Awarded in STEM and Other Areas of Strategic Emphasis

This program supports the SUS Strategic Planning Goal of Economic Development - Global Competitiveness. With emphasis in national security and diplomacy UWF's proposed M.A. in International Affairs will train students to work in the government sector through military or civilian service. The stand-alone degree program will offer a globally-focused curriculum, which will make an economic impact in the state and particularly in the region with its numerous

military facilities and associated civilian contractors. The department asserts that creating this stand-alone degree program will serve to better identify the program, help students to better meet their career goals, and enable employers to better identify and recruit our students.

### Increase Collaboration and External Support for Research Activity

In terms of research funding, converting the specialization into a stand-alone M.A. in International Affairs degree program will enhance the program's visibility. In terms of competitive standing, the stand-alone degree program will be better placed for applying for grants through sources such as Homeland Security, National Security Agency, and Department of Defense. In campus brainstorming meetings, faculty members have identified potential grant money and funding that can be tied to cybersecurity policy decision-making or intelligence and security analysis, specific learning outcomes of the stand-alone degree program.

**E. If the program is to be included in a category within the Programs of Strategic Emphasis as described in the SUS Strategic Plan, please indicate the category and the justification for inclusion.**

The Programs of Strategic Emphasis Categories:

1. Critical Workforce:
  - Education
  - Health
  - Gap Analysis
2. Economic Development:
  - Global Competitiveness
3. Science, Technology, Engineering, and Math (STEM)

**Please see the Programs of Strategic Emphasis (PSE) methodology for additional explanations on program inclusion criteria at [the resource page for new program proposal](#).**

Program of Strategic Emphasis Category: Economic Development- Global Competitiveness.

The proposed program, M.A. in International Affairs, which falls under CIP Code 45.0901 (International Relations and Affairs), is identified in the State University System Strategic Plan as a Program of Strategic Emphasis in Global Competitiveness.

**F. Identify any established or planned educational sites at which the program is expected to be offered and indicate whether it will be offered only at sites other than the main campus.**

The program will be offered in a face-to-face format at the UWF Pensacola campus as well as through synchronous online delivery with a maximum of the program offered through synchronous online delivery at approximately 50%.

## **INSTITUTIONAL AND STATE LEVEL ACCOUNTABILITY**

### **II. Need and Demand**

- A. Need: Describe national, state, and/or local data that support the need for more people to be prepared in this program at this level. Reference national, state, and/or local plans or reports that support the need for this program and requests for the proposed program which have emanated from a perceived need by agencies or industries in your service area. Cite any specific need for research and service that the program would fulfill.**

Individuals who graduate from UWF's M.A. in International Affairs degree program will find employment in the public and private sector. The Bureau of Labor Statistics broadly defines the career options as Political Science (SOC-Code 19-3094), however it is important to examine the data more broadly as 'Political Scientist' does not adequately capture the broad range of career paths these graduates will be prepared to pursue. Additionally, the Reubin O'D. Askew Department of Government Chair has indicated that this degree program is geared to educate graduates toward the following areas:

- Security and diplomacy
- Military and civilian contractor
- Governmental service
- Diplomatic careers
- Intelligence
- Homeland security
- International affairs.
- National Security Agency (NSA)

In addition to the most identifiable job category of Political Scientist, there are additional job categories that can be used to support employment options for the M.A. in International Affairs. The following jobs descriptions and category data are provided by U.S. Bureau of Labor Statistics (BLS) and O-Net, which are sponsored by the U.S. Department of Labor.

**Political Scientists** –Study the origin, development, and operation of political systems. They research political ideas and analyze governments, policies, political trends, and related issues. Political scientists also work as policy analysts for organizations that have a stake in policy, such as government, labor unions, and political groups. They evaluate current policies and events using public opinion surveys, economic data, and election results. From these sources, they try to anticipate the effects of new policies.

Political scientists often research the effects of government policies on a particular region or population, both domestically and internationally. As a result, they provide information and analysis that help in planning, developing, or carrying out policies.

**Intelligence Analysts** - Gather, analyze, or evaluate information from a variety of sources, such as law enforcement databases, surveillance, intelligence networks or geographic information systems. Use intelligence data to anticipate and prevent organized crime activities, such as terrorism.

**Business Intelligence Analysts** - Produce financial and market intelligence by querying data repositories and generating periodic reports. Devise methods for identifying data patterns and trends in available information sources.

**Regulatory Affairs Specialists** - Coordinate and document internal regulatory processes, such as internal audits, inspections, license renewals, or registrations. May compile and prepare materials for submission to regulatory agencies. Coordinate, prepare, or review regulatory submissions for domestic or international projects. Identify relevant guidance documents, international standards, or consensus standards and provide interpretive assistance. Obtain and distribute updated information regarding domestic or international laws, guidelines, or standards.

Table 1, below, details the Standard Occupational Classification System (SOC) codes, employment data, and annual mean wages for professions associated with an M.A. in International Affairs.

Table 1. *Occupations associated with education and training in International Affairs*

| <b>Non-Military Occupation Category</b> | <b>SOC Code</b> | <b>Number employed 2017</b> | <b>Mean Annual Wage May 2017</b> |
|---|-----------------|-----------------------------|----------------------------------|
| <b>Political Scientists</b>             | 19-3094         | 6,320                       | \$112,030                        |
| <b>Intelligence Analysts*</b>           | 33-3021.06      | 105,350                     | \$83,320                         |
| <b>Business Intelligence</b>            | 15-1199.08      | 315,830                     | \$91,080                         |
| <b>Regulatory Affairs Specialists*</b>  | 13-1041.07      | 300,900                     | \$72,520                         |

\*Indicates Florida is in the top 5 states for employment of this occupation

Source: Data compiled from Bureau of Labor Statistics

<https://www.bls.gov/oes/2017/may/oes193094.htm>

<https://www.bls.gov/oes/2017/may/oes333021.htm>

<https://www.bls.gov/oes/2017/may/oes151199.htm>

<https://www.bls.gov/oes/current/oes131041.htm>

Table 2 details the education level, ten-year job growth, and employment options for graduates of UWF's M.A. in International Affairs degree program.

Table 2. *Expected educational level, ten-year job growth and employment options for graduates of M.A. in International Affairs.*

| <b>Non-Military Occupation Category</b> | <b>Education</b>      | <b>2018-2028 growth</b> | <b>Where they work (BLS)/ Job Titles (EffortlessHR.com)</b>  |
|---|-----------------------|-------------------------|--|
| <b>Political Scientists</b>             | Masters               | 5%                      | Federal government (excluding postal service)<br>Professional, scientific, and technical service<br>Educational services; state, local, and private<br>Religious, grant-making, civic, professional, and similar organizations<br>Self-employed  |
| <b>Intelligence Analysts</b>            | Bachelors             | 5-9%                    | Crime Analyst,<br>Criminal Intelligence Analyst,<br>Criminal Intelligence Specialist,<br>Criminal Research Specialist,<br>Detective and Intelligence Analyst,<br>Intelligence Analyst,<br>Intelligence Officer,<br>Intelligence Research Specialist,<br>Supervisor Intelligence Analyst  |
| <b>Business Intelligence</b>            | Bachelors and Masters | 5-9%                    | Business Intelligence Analyst;<br>Business Intelligence Manager;<br>Commercial Intelligence Manager;<br>Competitive Intelligence Analyst;<br>Strategic Business and Technology Intelligence;<br>Director of Enterprise Strategy;<br>Director of Market Intelligence;<br>Director, Global Intelligence;<br>Intelligence Analyst;<br>Manager, Market Intelligence        |
| <b>Regulatory Affairs Specialists</b>   | Bachelors and Masters | 5-9%                    | Drug Regulatory Affairs Specialist,<br>Quality Assurance/Regulatory Affairs Specialist,<br>Regulatory Affairs Analyst,<br>Regulatory Affairs Associate,<br>Regulatory Affairs Consultant,<br>Regulatory Affairs Specialist,<br>Regulatory Affairs Strategy Specialist,<br>Regulatory Associate,<br>Regulatory Services Consultant,<br>Regulatory Submissions Associate |

Source: Data compiled from Bureau of Labor Statistics Occupational Outlook Handbook (<https://www.bls.gov/ooh/>)

Source: Job descriptions (<https://www.effortlesshr.com/job-descriptions>)

UWF and the Reubin O'D. Askew Department of Government serve a large population of active duty and military veterans. Many of the students who are anticipated to pursue the M.A. in International Affairs are current and former military. A search performed October 29, 2019 on USAJOBS the Federal Government's official employment site yielded 7,686 openings for M.A. in International Affairs graduates. Table 3 below details the results of the job search. Appendix G contains examples of current job postings found on USAJOBS.gov from the categories shown in Table 3.

Table 3. *Results of keyword search for government and military sector jobs on USAJOBS.gov*

| <b>Key word search</b>              | <b>Number of active job postings</b> | <b>Examples of job titles</b>  |
|-------------------------------------|--------------------------------------|--|
| International Relations Specialist  | 3,278                                | International Relations Specialist, International Relations Analyst, Associate Administrator for International Affairs, International Program Specialist, International Affairs Specialist |
| Intelligence Research Analyst       | 938                                  | Intelligence Research Specialist, Supervisory Intelligence Research Specialist, Operations Research Analyst  |
| Strategic Plans & Policy Specialist | 3,470                                | Policy Analyst, Strategic Plans & Policy Specialist, Strategic Advisor for Plans and Programs, Plans & Operations Specialist   |

Source: USAJOBS.gov search conducted 10/29/2019. (usajobs.gov)

## **FLORIDA**

Florida's overall Federal government employment is projected to decline over the next eight years, however job growth for independent contractors who work for the military is expected to increase. Table 4 shows that the job categories associated with the M.A. in International Affairs are associated with positive growth and high-wages in Florida.



Table 4. *Florida employment information for occupations associated with master's degree level education and training in International Affairs*

| <b>Non-Military Occupation Category</b> | <b>SOC Code</b> | <b>Education Level</b> | <b>Number employed 2018</b> | <b>2018-2026 Growth</b> | <b>Median Hourly Wage 2018</b> |
|---|-----------------|------------------------|-----------------------------|-------------------------|--------------------------------|
| <b>Political Scientists</b>             | 19-3094         | N/A                    | 410                         | N/A                     | \$86,183*                      |
| <b>Intelligence Analysts</b>            | 33-3021         | Post-Secondary         | 6,600                       | 6.2%                    | \$30.99                        |
| <b>Business Intelligence</b>            | 15-1199         | Post-Secondary         | 11,060                      | 12%                     | \$36.78                        |
| <b>Regulatory Affairs Specialists</b>   | 13-1041         | Post-Secondary         | 19,740                      | 9.6%                    | \$27.68                        |
|   |                 |                        |                             |                         |                                |
| <b>All Industries</b>                   | N/A             | N/A                    | 9,523,195                   | 10.1%                   | N/A                            |
| <b>Federal Government</b>               | N/A             | N/A                    | 140,662                     | -2.4%                   | N/A                            |

Source: Compiled from Florida Department of Economic Opportunity Data Center (floridajobs.org)

\*Reported as Annual Wages

A job search was conducted on the job site Indeed.com on October 29, 2019. The search parameters were “International Affairs” for the job title/keyword, and the location was Florida. This search yielded 11 active job postings that require a master’s degree or higher in the field of International Relations. (<https://www.indeed.com/jobs?q=international+affairs&l=Florida>)

## **NORTHWEST FLORIDA**

This program will benefit mid-career military members stationed in Northwest Florida who need master’s level credentials to advance in their careers or who are transitioning out of military careers into the civilian sector.

Northwest Florida has a very high concentration of military bases and military employment by independent contractors. While Federal government jobs comprise 1.5% of all jobs statewide, the number is more than double that in Northwest Florida at 3.4%. Independent contractor jobs appear under their SOC Code categories and can be tracked for state and local employment data. Based on the current student population of the Security and Diplomacy Track in UWF’s Department of Government graduate program, students who graduate from the M.A. in International Affairs will seek employment or elevate their employment status with the U.S. military. Table 5, below, shows Escambia and Santa Rosa County job information for graduates of UWF’s M.A. in International Affairs degree program.

Table 5. Northwest Florida employment opportunities for graduates of UWF's M.A. in International Affairs

| Non-Military Occupation Category | SOC Code | Education Level | Number employed 2018* | 2018-2026 Growth | Median Hourly Wage May 2018** |
|----------------------------------|----------|-----------------|-----------------------|------------------|-------------------------------|
| Political Scientists             | 19-3094  | N/A             | N/A                   | N/A              | N/A                           |
| Intelligence Analysts            | 33-3021  | Post-Secondary  | 220                   | 1.9%             | \$24.84                       |
| Business Intelligence            | 15-1199  | Post-Secondary  | 730                   | 3.8%             | \$42.33                       |
| Regulatory Affairs Specialists   | 13-1041  | Post-Secondary  | 430                   | 9%               | \$26.17                       |
|                                  |          |                 |                       |                  |                               |
| All Industries                   | N/A      | N/A             | 197,804               | 9.4%             | \$15.16                       |
| Federal Government               | N/A      | N/A             | 6,754                 | -1.7%            | N/A                           |

Source: Compiled from Florida Department of Economic Opportunity Data Center (floridajobs.org)

\*Reported for Escambia, Santa Rosa, and Okaloosa Counties

\*\* Reported for Escambia and Santa Rosa Counties

**B. Demand: Describe data that support the assumption that students will enroll in the proposed program. Include descriptions of surveys or other communications with prospective students.**

The UWF Department of Government currently offers an M.A. in Political Science degree program with a specialization in Security and Diplomacy. Student interest in the proposed M.A. in International Affairs will be driven by students' desire to work in the global public, business, or intelligence sectors of the national defense, homeland security, or civilian contracting areas.

The departmental academic advisor has reported to the department chair that students consistently ask for an M.A. program in International Affairs. Students have conveyed to the academic advisor that they would like to continue their education at UWF, but because the university lacks an M.A. in International Affairs and they wish to remain in the local area to pursue careers, they often end up working outside of their desired career field or miss out on opportunities for higher compensation and additional responsibilities. Elevating this specialization to a stand-alone degree program will make the degree program more visible to students and resonate better with potential employers.

Furthermore, both students and local community and military officials have indicated that such a degree would make our students more marketable, particularly in the local military-dominant job market (see community letters of support in Appendix F). In order to better capture student demand, the department surveyed all undergraduate and graduate students at the start of fall

semester 2019. Of the 232 respondents, 197 students or 84.9% responded that they would be interested in a Master of Arts in International Affairs. These results indicate strong student demand for this program among existing students.

**C. If substantially similar programs (generally at the four-digit CIP Code or 60 percent similar in core courses), either private or public exist in the state, identify the institution(s) and geographic location(s). Summarize the outcome(s) of communication with such programs with regard to the potential impact on their enrollment and opportunities for possible collaboration (instruction and research). In Appendix C, provide data that support the need for an additional program.**

The State University System of Florida currently offers four other master's degree programs in CIP Code 45.0901. Table 6 outlines these similar degree programs. The program at UF is the most similar to the proposed program at UWF, as its curriculum also utilizes political science courses exclusively. The UF program has two research methods courses and then an emphasis on security studies and courses in the International Relations subfield. The main distinction of UWF's proposed program is that it also includes courses from the political science subfield of Comparative Politics. This subfield compares political institutions across countries and regions to profile and compare differing political cultures. The programs at UNF and FSU have a strong interdisciplinary emphasis. Both the FSU and UNF programs include courses from Political Science but also Anthropology, Economics, Geography, History, Philosophy, Religion, and Sociology. FSU's program also includes courses in Urban and Regional Planning.

The UWF department chair contacted chairs and program directors of each of the four departments offering an M.A. degree program in International Affairs. Conversations included discussion of enrollment impacts. All four expressed strong support for UWF's proposed M.A. in International Affairs both verbally and in writing. Comments consistently focused on the uniqueness of UWF's single-disciplinary program across the SUS and on the natural fit for such a program in the local, military-dominant economy. Regarding program uniqueness, one summarized saying, "Given that your program will not be an interdisciplinary program in the same sense as ours, it seems that there will be little overlap in the content between the two." An exemplary comment on local economic impact stated, "I believe UWF is ideally situated for a partnership with the military installations in its vicinity, which would provide access to practitioners to enhance the applied aspect of the program." Additionally, UWF received a letter of support from USF's School of Interdisciplinary Global Studies. SUS letters of support are found in Appendix E.

Table 6. *Similarity with other Public and Private University and College Degree Programs in Florida*

| Institution                      | Public/<br>Private | CIP<br>Code | Degree Name                  |
|----------------------------------|--------------------|-------------|------------------------------|
| Florida International University | Public- SUS        | 45.0901     | M.A. International Studies   |
| Florida State University         | Public- SUS        | 45.0901     | M.A. International Affairs   |
| University of Florida            | Public- SUS        | 45.0901     | M.A. International Relations |
| University of North Florida      | Public- SUS        | 45.0901     | M.A. International Affairs   |

- D. Use Table 1 in Appendix A (1-A for undergraduate and 1-B for graduate) to categorize projected student headcount (HC) and Full Time Equivalents (FTE) according to primary sources. Generally undergraduate FTE will be calculated as 30 credit hours per year and graduate FTE will be calculated as 24 credit hours per year. Describe the rationale underlying enrollment projections. If students within the institution are expected to change majors to enroll in the proposed program at its inception, describe the shifts from disciplines that will likely occur.**

Students for the proposed degree program will come from the current audience of candidates who apply to the M.A. in Political Science Security and Diplomacy Track that this program will replace. Additionally, the synchronous online degree program will attract students from outside of the region and state and allow the department to support active duty military students on deployment who wish to continue their education without interruption.

As is shown in Appendix A Table 1, the Department Chair expects the new stand-alone degree program to begin with 10 students (5.5 FTE) in fall 2020. Student headcount for Year 5 is anticipated to reach 20 (11 FTE) and remain consistent at that number. E&G cost per FTE for Year 1 is \$21,562, all reallocated funds. The E&G cost per FTE for Year 5 will decrease to \$16,394. The SUS average for CIP Code 45 is \$17,642. (2017-2018 data)

- E. Indicate what steps will be taken to achieve a diverse student body in this program. If the proposed program substantially duplicates a program at FAMU or FIU, provide, (in consultation with the affected university), an analysis of how the program might have an impact upon that university's ability to attract students of races different from that which is predominant on their campus in the subject program. The university's Equal Opportunity Officer shall review this section of the proposal and then sign and date Appendix B to indicate that the analysis required by this subsection has been completed.**

Regarding UWF's proposed M.A. in Political Science degree program, no comments were expressed concerning impact on programs at FAMU or FIU during the February 22, 2019, CAVP Program Coordination Work Group conference call.

Consistent with its mission, UWF has admissions policies that balance attention to access, inclusiveness, and quality. In addition, UWF encourages applications from qualified persons and does not discriminate on the basis of age, color, disability, gender (including gender identity and sex), marital status, national origin, race, religion, sexual orientation, or veteran status. Also, UWF's New Academic Program Approval Policy requires that programs appropriately address diversity. Therefore, the university and its degree programs take proactive measures to achieve a diverse student body. Based on the enrollment in UWF's M.A. in Political Science Security and Diplomacy Track, the proposed M.A. in International Affairs degree program will attract active duty military and veterans.

To ensure the desired outcome for student diversity, recruiting efforts initially focus on the university's eight-county service area: Escambia, Santa Rosa, Okaloosa, Walton, Holmes, Washington, Bay, and Gulf. Recruitment efforts also extend to other geographic regions having larger underrepresented populations of prospective students.

Program faculty and staff will use multiple outreach methods to ensure diversity in the program. The College of Arts, Social Sciences, and Humanities will promote the proposed M.A. in International Affairs degree to the aforementioned student segments.

Figure 1 reflects the department’s student diversity in the M.A. in Political Science degree program. Figure 2 reflects the representation of female students in the M.A. in Political Science degree program.

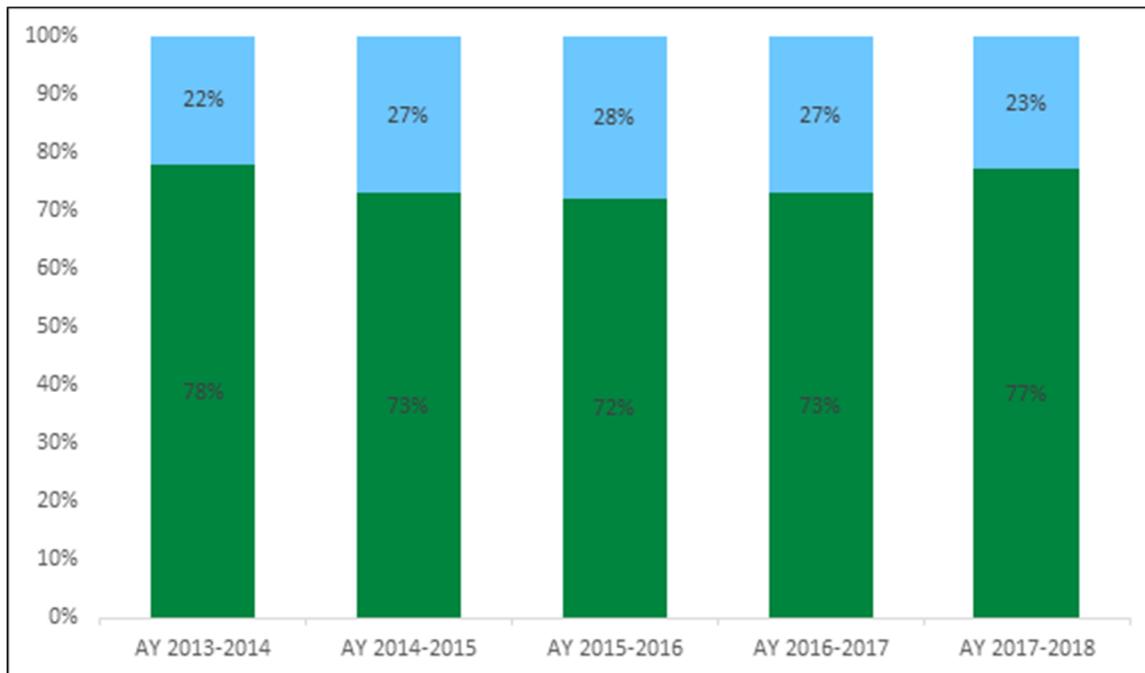


Figure 1. *Five-year comparison of student diversity in the M.A. in Political Science degree program*

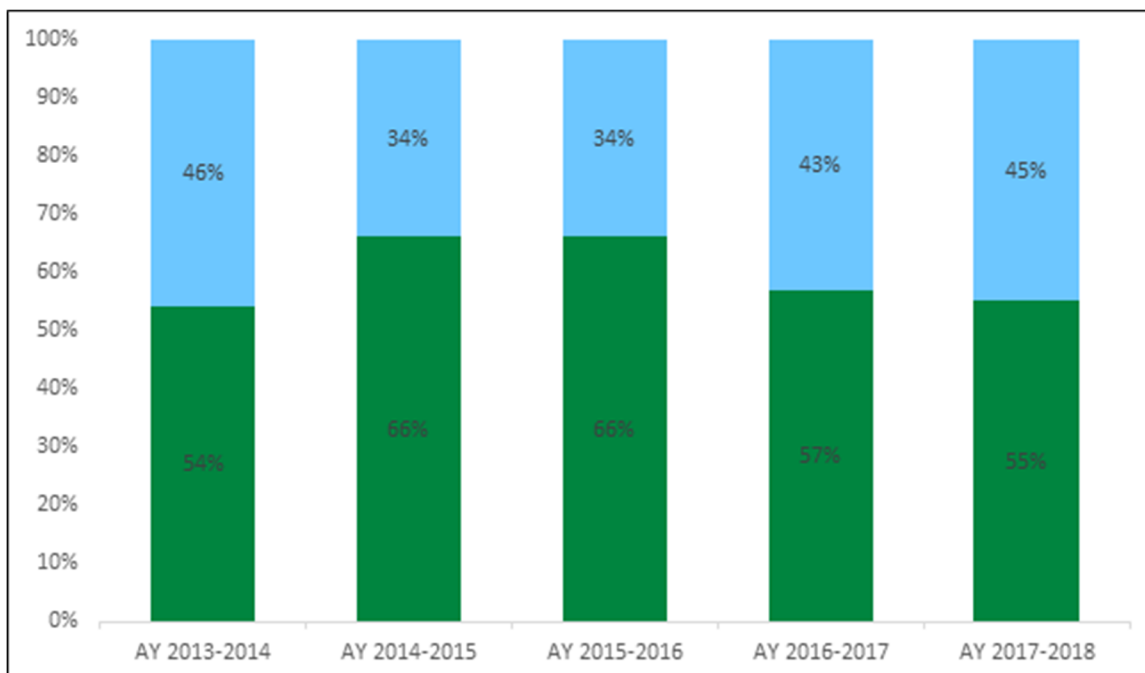


Figure 2. *Five-year demonstration of representation of female students in the M.A. in Political Science degree program*

### III. Budget

- A. Use Table 2 in Appendix A to display projected costs and associated funding sources for Year 1 and Year 5 of program operation. Use Table 3 in Appendix A to show how existing Education & General funds will be shifted to support the new program in Year 1. In narrative form, summarize the contents of both tables, identifying the source of both current and new resources to be devoted to the proposed program. (Data for Year 1 and Year 5 reflect snapshots in time rather than cumulative costs.)**

Total Year 1 costs equal \$118,593, all funds to be reallocated from the existing Security and Diplomacy Track of the M.A. in Political Science. The following is a breakdown of the projected Year 1 costs as shown in Appendix A Table 2, all from E&G funds:

- Current full-time faculty salaries and fringe apportioned to the stand-alone degree program at \$91,223 (reallocated).
- One fifth of the Department Administrator salary and fringe at \$8,820 (reallocated).
- Adjunct expense of \$2,750 (reallocated).
- Assistantships at \$12,800 (reallocated).
- There will be no additional library expenses for the program as the department will use the materials already in place for the graduate level M.A. in Political Science degree program with its existing security and diplomacy concentration track. (See Section X.B.)
- One fifth of the department office supply and sundry expenses at \$3,000 (reallocated).

Total Year 5 costs equal \$180,332. The following is a breakdown of the projected Year 5 costs as shown in Appendix A Table 2, all continuing base E&G funds:

- Year 1 full-time faculty salaries and fringe (adding one existing full-time faculty in Year 2) at .15 all figures increased at five per cent per annum at a total of \$151,061.
- One fifth of the Department Administrator salary and fringe increased at five percent per annum at \$10,721.
- Adjunct expense consistent at \$2,750 for teaching one course during the summer semester.
- Assistantships at \$12,800.
- One fifth of the department office supply and sundry expenses at \$3,000.

The E&G cost per FTE for the program is \$21,562 for Year 1 and \$16,394 for Year 5. These figures are in line with the State University System average E&G cost per FTE for CIP Code 45 of \$17,641.60 (2017-2018 data).

- B. Please explain whether the university intends to operate the program through continuing education, seek approval for market tuition rate, or establish a differentiated graduate-level tuition. Provide a rationale for doing so and a timeline for seeking Board of Governors' approval, if appropriate. Please include the expected rate of tuition that the university plans to charge for this program and use this amount when calculating cost entries in Table 2.**

UWF does not intend to operate the program through continuing education on a cost-recovery basis, seek approval for market tuition rate, or establish differentiated graduate-level tuition. The

M.A. in International Affairs program will be offered as a regular online degree program through UWF's Department of Government. The university charges a \$15.00 per credit hour fee for online courses. That fee is included in the tuition for the M.A. in International Affairs degree program in Table 7 below.

Table 7. *Expected rate of tuition for UWF's proposed M.A. in International Affairs degree program*

| Tuition Type   | Cost Per Credit Hour |
|--|----------------------|
| Florida In-State Online Tuition                                | \$384.60             |
| Full Out-of-State Online Tuition                               | \$1,044.24           |
| Active Duty Military Online Tuition (Out-of-State Fees waived) | \$384.60             |

- C. If other programs will be impacted by a reallocation of resources for the proposed program, identify the impacted programs and provide a justification for reallocating resources. Specifically address the potential negative impacts that implementation of the proposed program will have on related undergraduate programs (i.e., shift in faculty effort, reallocation of instructional resources, reduced enrollment rates, greater use of adjunct faculty and teaching assistants). Explain what steps will be taken to mitigate any such impacts. Also, discuss the potential positive impacts that the proposed program might have on related undergraduate programs (i.e., increased undergraduate research opportunities, improved quality of instruction associated with cutting-edge research, improved labs and library resources).**

As a graduate level program, implementation of the M.A. in International Affairs degree program will have no impacts on general education or common prerequisite courses. It will have no impacts on departments outside Political Science with the exception of the shift of M.A. in Political Science Security and Diplomacy Track program students to the new stand-alone degree program. The department expects the number of students who may shift from the current Security and Diplomacy track to the new degree program will be about half of the current program population.

- D. Describe other potential impacts on related programs or departments (e.g., increased need for general education or common prerequisite courses, or increased need for required or elective courses outside of the proposed major).**

As a graduate level program, implementation of the M.A. in International Affairs degree program will have no impacts on general education or common prerequisite courses. It will have no impacts on departments outside Political Science with the exception of the shift of M.A. in Political Science Security and Diplomacy Track program students to the new stand-alone degree program.

- E. Describe what steps have been taken to obtain information regarding resources (financial and in-kind) available outside the institution (businesses, industrial**

**organizations, governmental entities, etc.). Describe the external resources that appear to be available to support the proposed program.**

The department has worked with UWF’s Office of Economic Development and Engagement to develop strategies for potential funding and grant opportunities. Future opportunities for funding could come through grant programs such as becoming an Intelligence Community Center for Academic Excellence (ICCAE). The department also examined the DOD Minerva grant program. Local grants and money may be possible by building on groundwork that the department has worked to establish through faculty community outreach, public speaker exchanges, and research collaboration with local municipal and military organizations as shown in Table 8.

Table 8. *Military, government, and community collaborators for M.A. in International Affairs.*

| Military Installations      | Municipal Organizations                 |
|-----------------------------|---|
| Naval Air Station Pensacola | Escambia County Supervisor of Elections |
| Hurlburt Field              | Studer Group – CivicCon                 |
| Eglin Air Force Base        |   |
| Whiting Field               |   |

**IV. Projected Benefit of the Program to the University, Local Community, and State**

**Use information from Tables 1 and 2 in Appendix A, and the supporting narrative for “Need and Demand” to prepare a concise statement that describes the projected benefit to the university, local community, and the state if the program is implemented. The projected benefits can be both quantitative and qualitative in nature, but there needs to be a clear distinction made between the two in the narrative.**

The local community, particularly military bases and their partner civilian contractors, have expressed the need for post-baccalaureate graduates with emphasis on international policy issues and national security studies in both their military and civilian workforce. Establishing an M.A. program in International Affairs will benefit our students who seek local or regional employment or employment with the military.

**University Benefits**

The creation of the M.A. in International Affairs will benefit the university in several ways. Specifically, it will achieve the following:

1. Provide a degree program at the M.A. level consistent with student demand for specialization in the security and international relations areas of study.
2. Make the university more responsive to local / regional workforce opportunities.
3. Provide more research and collaboration opportunities within the university, such as with the UWF Center for Cybersecurity through our courses on national security policy and cyberwar threats to governments.



### **Local Community Benefits**

The creation of the M.A. in International Affairs will benefit the local community in several ways. Specifically, it will achieve the following:

1. Continue to foster partnerships with local military bases for exchanges of knowledge and subject area expertise.
2. Provide students trained specifically in national security to meet those local workforce and military needs.
3. Allow for further development of our relationship with CivicCon locally, the organization committed to expanding citizen knowledge of policy issues, through fostering student focus in international and global security issues.

### **State of Florida Benefits**

The creation of the M.A. in International Affairs will benefit the state in several ways. Specifically, it will achieve the following:

1. Provide a second M.A. program option focused in national security studies within the SUS system.
2. Provide an M.A. program focused in national security studies within the SUS at a terminal master's degree-granting institution where preparing M.A. students for the workforce rather than for Ph.D. programs is a key priority.

## **V. Access and Articulation – Bachelor's Degrees Only**

- A. If the total number of credit hours to earn a degree exceeds 120, provide a justification for an exception to the policy of a 120 maximum and submit a separate request to the Board of Governors for an exception along with notification of the program's approval. (See criteria in Board of Governors Regulation 6C-8.014)**

Not applicable; this is a graduate degree program.

- B. List program prerequisites and provide assurance that they are the same as the approved common prerequisites for other such degree programs within the SUS (see link to the Common Prerequisite Manual on [the resource page for new program proposal](#)). The courses in the Common Prerequisite Counseling Manual are intended to be those that are required of both native and transfer students prior to entrance to the major program, not simply lower-level courses that are required prior to graduation. The common prerequisites and substitute courses are mandatory for all institution programs listed, and must be approved by the Articulation Coordinating Committee (ACC). This requirement includes those programs designated as "limited access."**

**If the proposed prerequisites are not listed in the Manual, provide a rationale for a request for exception to the policy of common prerequisites. NOTE: Typically, all lower-division courses required for admission into the major will be considered prerequisites. The curriculum can require lower-division courses that are not prerequisites for admission into the major, as long as those courses are built into the curriculum for the upper-level 60 credit hours. If there are already common**

**prerequisites for other degree programs with the same proposed CIP, every effort must be made to utilize the previously approved prerequisites instead of recommending an additional “track” of prerequisites for that CIP. Additional tracks may not be approved by the ACC, thereby holding up the full approval of the degree program. Programs will not be entered into the State University System Inventory until any exceptions to the approved common prerequisites are approved by the ACC.**

Not applicable; this is a graduate degree program.

**C. If the university intends to seek formal Limited Access status for the proposed program, provide a rationale that includes an analysis of diversity issues with respect to such a designation. Explain how the university will ensure that Florida College System transfer students are not disadvantaged by the Limited Access status. NOTE: The policy and criteria for Limited Access are identified in Board of Governors Regulation 6C-8.013. Submit the Limited Access Program Request form along with this document.**

Not applicable; this is a graduate degree program.

**D. If the proposed program is an AS-to-BS capstone, ensure that it adheres to the guidelines approved by the Articulation Coordinating Committee for such programs, as set forth in Rule 6A-10.024 (see link to the Statewide Articulation Manual on [the resource page for new program proposal](#)). List the prerequisites, if any, including the specific AS degrees which may transfer into the program.**

The proposed degree program is not an AS-to-BS capstone.

## **INSTITUTIONAL READINESS**

### **VI. Related Institutional Mission and Strength**

**A. Describe how the goals of the proposed program relate to the institutional mission statement as contained in the SUS Strategic Plan and the University Strategic Plan (see link to the SUS Strategic Plan on [the resource page for new program proposal](#)).**

Our mission at UWF is to:

- Provide high-quality undergraduate and graduate education,
- Conduct teaching and research that services the body of knowledge, and
- Contribute to the needs of professions and society

The proposed M.A. program in International Affairs supports UWF’s mission to provide high-quality graduate education. As a Master’s degree program, the focus will be on training master’s students who will then transition to the professions and to society. The degree program will emphasize research, analysis, critical-thinking and communication skills that set these students apart, above the level of our undergraduate students, so that they have refined skills appropriate

to workforce needs. In particular, students will develop a level of expertise in security studies and international relations making them more attractive to employers in the military, civilian, intelligence, and security sectors.

**B. Describe how the proposed program specifically relates to existing institutional strengths, such as programs of emphasis, other academic programs, and/or institutes and centers.**

UWF currently ranks in the Top Ten in the nation as a Military Friendly School according to Victory Media's annual ranking (<https://www.militaryfriendly.com/schools/>). Active duty military, veterans, and their families comprise a significant proportion of the student population given the setting in the region surrounded by military bases. The population that served is a strength of UWF and the Reubin O'D. Askew Department of Government is home to a significant number of these individuals in these degree programs. The department anticipates that the proposed M.A. degree program in International Affairs will align with the career and professional interests of many of military service members, veterans, civilian contractors, and dependents.

Additionally, the second largest major within the College of Arts, Social Sciences and Humanities is the undergraduate major in International Studies, a program of strategic emphasis, within the Reubin O'D. Askew Department of Government. The largest of three concentration tracks within the International Studies major is Security and Diplomacy. The proposed M.A. in International Affairs will be housed within the same department providing a steady stream for students in the undergraduate concentration track of Security and Diplomacy to continue into graduate level studies.

Finally, UWF's President has made cybersecurity a top priority area for distinction. UWF's Center for Cybersecurity is the NSA/DHS National Center of Academic Excellence Regional Resource Center for the Southeast. The president has emphasized multidisciplinary partnerships with the Center for Cybersecurity to be a hallmark of UWF's institutional focus. As a result of this institutional focus, the UWF Center for Cybersecurity is a natural partner for the College of Arts, Social Sciences and Humanities Reubin O'D. Askew Department of Government and the proposed M.A. in International Affairs degree program as an educational and programming partner as pertains to security policy and governmental decision-making applications of cybersecurity.

**C. Provide a narrative of the planning process leading up to submission of this proposal. Include a chronology in table format of the activities, listing both university personnel directly involved and external individuals who participated in planning. Provide a timetable of events necessary for the implementation of the proposed program.**

Table 9. *Planning Process*

| Date            | Participants  | Planning Activity   |
|-----------------|---|---|
| May – July 2015 | Michelle Williams (chair), Jacob Shively (faculty), Steve Brown (Dean of the College of Arts, Social Sciences and Humanities), Brice Harris and Donovan | A series of meetings to discuss the potential demand and need for UWF to consider creating a security and strategic studies degree program at |

|                    |   |  |
|--------------------|---|--|
|                    | Chau (UWF Office of Economic Development and Engagement)  | UWF.   |
| March – June 2016  | Michelle Williams (chair), Jacob Shively (faculty), Guy Abbot and Paul McHenry (NAS / NETSAFA), Dave Barraclough, and Randy Clendenon (NITC- Naval International Training Center) | Several meetings with NAS Pensacola representatives of NETSAFA regarding partnering with UWF subject matter experts on joint educational projects for active duty military and department of government students in security studies area. |
| May 2016           | Michelle Williams (chair), Jacob Shively (faculty), Ian Hartin (CPT USAir Force, CENTCOM Theater Special Operations Course Director- Hurlburt Field)                              | Conversations about scholarly partnerships for security studies courses for military special forces.   |
| July – August 2017 | Michelle Williams (chair), Jacob Shively (faculty), Brice Harris and Donovan Chau (UWF Division of Research and Strategic Innovation)   | Discussion of opportunities to work with NETSAFA at NAS Pensacola on professional development certificate programs.  |
| October 2017       | Jacob Shively and Adam Cayton (faculty)   | Departmental subcommittee on curriculum and assessment is charged with considering the career / professional development aspect of our programs, suggesting revision if needed.  |
| May 4, 2018        | All departmental political science faculty  | Following departmental subcommittee recommendations on curriculum from spring 2018, discussion of a possible M.A. in International Affairs.  |
| August 23, 2018    | All departmental political science faculty  | Fall planning retreat review – subcommittee presentation comparing curriculum and focus of several international affairs programs regionally and nationally.   |
| December 18, 2018  | All departmental political science faculty  | Discussion of curriculum subcommittee’s proposal for a potential M.A. in International Affairs resulting in revision / adoption.   |
| January 8, 2019    | Michelle Williams (Chair), Steve Brown (Dean of CASSH), Katie Riesenberg (Asst. Dean of CASSH), Angela Bryan (IE Director)  | Discussion of new degree program proposal process and plan next steps.   |
| January 2019       | Michelle Williams (Chair)   | Internal pre-proposal submitted to UWF Provost’s Office for approval to proceed to the CAVP pre-proposal.  |
| February 2019      | Michelle Williams (Chair)   | SUS Pre-proposal submitted to UWF Provost’s Office for dissemination to the Council of Academic Vice President’s Academic Coordination Project Workgroup.  |

|              |  |   |
|--------------|--|---|
| May 22, 2019 | Michelle Williams (Chair), Steve Brown (Dean of CASSH), Kimberly McCorkle (Vice Provost), Angela Bryan (IE Director) | Discussion of CAVP concerns and next steps in new degree program approval process.                              |
| June 5, 2019 | Michelle Williams (Chair), Angela Bryan (IE Director)  | Discuss new degree program budget, enrollment tables, and preparation of draft for new degree program proposal. |

Table 10. *Events Leading to Implementation*

| Date                            | Implementation Activity  |
|---------------------------------|--|
| October 4, 2019                 | Curriculum approved by UWF Graduate Council.   |
| October 16, 2019                | Curriculum approved by Academic Council of UWF Faculty Senate.   |
| November 2019                   | Completed first draft of Board of Governors Request to Offer a New Degree Program Proposal.                                    |
| November 8, 2019                | Curriculum approved by UWF Faculty Senate.   |
| November – December 2019        | Complete all edits to Board of Governors Request to Offer a New Degree Program Proposal.                                       |
| January 2020                    | Submit the Request to Offer to the Provost for review and approval for submission to UWF Board of Trustees Academic Committee. |
| February 13, 2020 (anticipated) | UWF Board of Trustees Academic Committee considers the Request to Offer a New Degree Program.                                  |
| March 18, 2020 (anticipated)    | Full UWF Board of Trustees considers the Request to Offer a New Degree Program.  |
| March 19, 2020 (anticipated)    | Submission of the Request to Offer a New Degree Program to the Florida Board of Governor's staff for review and approval.      |
| March 19, 2020 (anticipated)    | Letter of Notification of Substantive Change sent to SACSCOC for approval.   |

## VII. Program Quality Indicators - Reviews and Accreditation

**Identify program reviews, accreditation visits, or internal reviews for any university degree programs related to the proposed program, especially any within the same academic unit. List all recommendations and summarize the institution's progress in implementing the recommendations.**

Pursuant to BOG Regulation 8.015, all academic departments at UWF conduct program reviews every seven years. The Reubin O'D. Askew Department of Government conducted a program review in 2013.

Among the findings were: “7. The International Affairs specialization should be marketed to the NW Florida community especially for military members and their families. One area that most military training lacks is a cultural and political awareness of many of the countries in which the US military serves.” The proposed M.A. program addresses this suggestion directly, as this is a key focus driving the proposal.

Overall, the findings of the 2013 program review focused on enrollment growth strategies, assessment strategies, and miscellaneous items such as adding a departmental advisor to the staff, data analysis course incorporation, and emphasis on student research. The department has

addressed these findings and has implemented a curriculum and assessment subcommittee as well as a recruitment and retention subcommittee to develop strategies for enrollment growth. Curricula have been reviewed and revised among existing departmental programs over a period of several years. Student learning outcomes have also been streamlined and assessment practices revised. A professional advisor has been added and all majors are required to take a data analysis course with emphasis on skill-building for career application.

## VIII. Curriculum

### A. Describe the specific expected student learning outcomes associated with the proposed program. If a bachelor's degree program, include a web link to the Academic Learning Compact or include the document itself as an appendix.

The Academic Learning Plan and Curriculum Map are provided in Appendix C. Below is a description of the Student Learning Outcomes for the proposed M.A. in International Affairs degree program.

#### Student Learning Outcomes:

UWF Master of Arts in International Affairs graduates should be able to do the following:

#### Content:

- Compare the organization and exercise of political power both between and within different regimes and political cultures.

#### Critical Thinking:

- Identify relevant theories from the scholarly literature that are helpful for understanding the selected question, problem, or puzzle.

#### Communication:

- Write coherent, intelligible, systematic, and potentially persuasive papers.
- Accurately present and defend findings orally with appropriate visual tools.

#### Integrity/Values:

- Use legitimate scholarship and appropriate citation in keeping with the standards of academic integrity.

### B. Describe the admission standards and graduation requirements for the program.

Admission and graduation requirements are available from the University of West Florida Catalog (Appendix D; University of West Florida. (2018). *2018-2019 University Catalog*. Retrieved from <http://catalog.uwf.edu>).

In addition to the university graduate admission requirements described above, the department bases decisions for regular admission on a holistic review of credentials in which the following criteria are used to assess the potential success of each applicant:

- Graduate Record Examination (GRE) verbal and quantitative score or Miller Analogies Test (MAT) with a minimum score in each that ranks in the 50<sup>th</sup> percentile or better\*
- Undergraduate cumulative GPA of 3.0 or above
- Submission of a sample research paper

\*The graduate admission test requirement may be waived for applicants with a 3.25 GPA or higher in one of the following undergraduate majors: Political Science, Political Science-Pre Law, or International Studies/Affairs major.

**C. Describe the curricular framework for the proposed program, including number of credit hours and composition of required core courses, restricted electives, unrestricted electives, thesis requirements, and dissertation requirements. Identify the total numbers of semester credit hours for the degree.**

The M.A. in International Affairs degree program requires the completion of 33 graduate semester credit hours (SCH) as described below in Table 11. All students will take a common core of 18 SCH in which they develop skills in research methods and build foundational knowledge in each of the main subfields of political science that is necessary for a focus in policy-making and security analysis both domestic and international. Thesis students will finish the program by taking 9 SCH of program courses focused in national security, regional area studies, and contemporary global issues and 6 SCH of thesis. Non-thesis students will take 15 SCH of courses focused in national security, regional area studies, and contemporary global issues and a comprehensive examination at the end of the degree program.

Table 11. *Proposed M.A. in International Affairs program curriculum*

| Course Number   | Course Name                        | SCH           |
|---|------------------------------------|---------------|
| CPO 6006  | Seminar in Comparative Politics    | 3 SCH         |
| INR 6007  | Seminar in International Relations | 3 SCH         |
| POS 6006  | The Study of Politics              | 3 SCH         |
| POS 6045  | Seminar in American Politics       | 3 SCH         |
| POS 6704  | Political Science Research Methods | 3 SCH         |
| POT 5016  | Seminar in Political Theory        | 3 SCH         |
| <b>Total Core</b>   |                                    | <b>18 SCH</b> |
| Restricted Electives                                      | <i>See Elective List</i>           | 15 SCH*       |
| <b>Total M.A. in International Affairs Degree Program</b> |                                    | <b>33 SCH</b> |

**Thesis Option\***

Students may choose to complete a thesis in lieu of completing 6 semester credit hours of security studies elective courses. Thesis student register for 6 semester credit hours of POS 6971 in addition to 9 SCH of security studies elective courses.

**D. Provide a sequenced course of study for all majors, concentrations, or areas of emphasis within the proposed program.**

Table 12. *M.A. in International Affairs Degree Sequence – Non-Thesis Option*

| <b>Year One</b>  |                                    |            |                         |                                 |            |
|--|------------------------------------|------------|-------------------------|---------------------------------|------------|
| <b>Semester 1</b>  |                                    |            | <b>Semester 2</b>       |                                 |            |
| <b>Course No.</b>  | <b>Course Name</b>                 | <b>SCH</b> | <b>Course No.</b>       | <b>Course Name</b>              | <b>SCH</b> |
| INR 6007   | Seminar in International Relations | 3          | CPO 6006                | Seminar in Comparative Politics | 3          |
| POS 6704   | Political Science Research Methods | 3          | POT 5016                | Seminar in Political Theory     | 3          |
| INR/CPO  | Restricted elective                | 3          | INR/CPO                 | Restricted elective             | 3          |
| <b>Semester 1 Total</b>  |                                    | <b>9</b>   | <b>Semester 2 Total</b> |                                 | <b>9</b>   |
| <b>Year Two</b>  |                                    |            |                         |                                 |            |
| <b>Semester 3</b>  |                                    |            | <b>Semester 4</b>       |                                 |            |
| <b>Course No.</b>  | <b>Course Name</b>                 | <b>SCH</b> | <b>Course No.</b>       | <b>Course Name</b>              | <b>SCH</b> |
| POS 6006   | Seminar in the Study of Politics   | 3          | INR/CPO                 | Restricted elective             | 3          |
| POS 6045   | Seminar in American Politics       | 3          | INR/CPO                 | Restricted elective             | 3          |
| INR/CPO  | Restricted elective                | 3          |                         | Comprehensive exam              |            |
| <b>Semester 3 Total</b>  |                                    | <b>9</b>   | <b>Semester 4 Total</b> |                                 | <b>6</b>   |
| <b>M.A. in International Affairs Program Total (Non-Thesis option)</b> |                                    |            |                         |                                 | <b>33</b>  |

Table 13. *M.A. in International Affairs Degree Sequence – Thesis Option*

| <b>Year One</b>  |                                    |            |                         |                                 |            |
|--|------------------------------------|------------|-------------------------|---------------------------------|------------|
| <b>Semester 1</b>  |                                    |            | <b>Semester 2</b>       |                                 |            |
| <b>Course No.</b>  | <b>Course Name</b>                 | <b>SCH</b> | <b>Course No.</b>       | <b>Course Name</b>              | <b>SCH</b> |
| INR 6007   | Seminar in International Relations | 3          | CPO 6006                | Seminar in Comparative Politics | 3          |
| POS 6704   | Political Science Research Methods | 3          | POT 5016                | Seminar in Political Theory     | 3          |
| INR/CPO  | Restricted elective                | 3          | INR/CPO                 | Restricted elective             | 3          |
| <b>Semester 1 Total</b>  |                                    | <b>9</b>   | <b>Semester 2 Total</b> |                                 | <b>9</b>   |
| <b>Year Two</b>  |                                    |            |                         |                                 |            |
| <b>Semester 3</b>  |                                    |            | <b>Semester 4</b>       |                                 |            |
| <b>Course No.</b>  | <b>Course Name</b>                 | <b>SCH</b> | <b>Course No.</b>       | <b>Course Name</b>              | <b>SCH</b> |
| POS 6006   | Seminar in the Study of Politics   | 3          | POS 6971                | Thesis hours                    | 6          |
| POS 6045   | Seminar in American Politics       | 3          |                         |                                 |            |
| INR/CPO  | Restricted elective                | 3          |                         |                                 |            |
| <b>Semester 3 Total</b>  |                                    | <b>9</b>   | <b>Semester 4 Total</b> |                                 | <b>6</b>   |
| <b>M.A. in International Affairs Program Total (Thesis option)</b> |                                    |            |                         |                                 | <b>33</b>  |



**E. Provide a one- or two-sentence description of each required or elective course.**

**Required Core Courses (18 SCH)**

**CPO 6006 Seminar in Comparative Politics 3 SCH**

Comparison and analysis of political systems, theoretical and empirical.

**INR 6007 Seminar in International Relations 3 SCH**

International Relations as a field of study; theory, empirical data, historical development of the field.

**POS 6006 The Study of Politics 3 SCH**

Introduces the graduate study of political science. It concerns “scope” more than “method,” and the range is broad, focusing on what political scientists do—teach, research, advise, and serve. Concerns embrace every conceivable level- local, regional, national, cultural, global, planetary.

**POS 6045 Seminar in American Politics 3 SCH**

Course content includes an overview of the institutions and processes of the American political system, the trend and tendencies of political behavior, and the diverse theoretical understandings of American government in the world of political science. Focus is on understanding and critically evaluating interpretations of the structure and function of our governmental system, including: the three branches of government, elections, political socialization and civic engagement, representation, political parties, and interest mobilization.

**POS 6704 Political Science Research Methods 3 SCH**

Methods and logic of research in political science. POS 6704, Political Science Research Methods provides students with the knowledge and skills required to analyze and critique, as well as design, applied research in public policy and public affairs. The course introduces the student to the enterprise of academic research in these areas, provides the student with knowledge and understanding of the various philosophical and methodological approaches to applied research and allows the student to develop and hone analytical skills. Accepted social science research designs will be introduced and an analysis of threats to the validity and reliability of these different designs will be considered. Sampling theory and statistical analysis will be introduced.

**POT 5016 Seminar in Political Theory 3 SCH**

A survey of several of the seminal works by political theorists of the ancient and medieval period, including Plato, Aristophanes, Xenophon, Aristotle, Cicero, and St. Augustine. Readings will introduce such themes as the classification of regimes, the debate between the poets and the philosophers, the role of the virtues in perpetuation of civic order, the problem of the many and the one, the tension between the philosopher and the city, the problems of justice, the ideas of Nature and human nature, and the status of the gods and/or religion in political life.

**Required Course - Thesis option only**

**POS 6971 Thesis 6 SCH**

Graded on satisfactory / unsatisfactory basis only. Permission is required.

**Restricted electives (Total of 15 SCH)****CPO 5315 Democracies 3 SCH**

This course examines what it means to be a 21st century democracy. It explores institutional variants of democracy, including different structures of government and electoral systems. It considers the promise and the problems that democracy holds. In the course we will explore democratic variants examining factors such as accountability, competitiveness, transparency, representation. We will examine democratization and how to build and sustain democracy. We will consider preconditions for democracy and discuss the complex relationship between democracy and economics.

**CPO 5779 Radicalism and Extremism 3 SCH**

Political radicals and political extremists reside outside of the boundaries of mainstream politics because they diverge sharply in their ideological orientation strategy and tactics relative to the parties of the political center. This course focuses on the ideology, discourse, goals and actions of certain parties and groups on the fringe of politics. Emphasis is placed on conceptualizing the terms “radical” and “extremist” to develop an understanding of how these groups stand apart from the mainstream. Comparative cases will be examined ranging from consideration of a wide variety of American radicals on both the political right and political left, European radical right political parties, religious radicals and fundamentalism, and Middle Eastern radical Islam. We will characterize various extremist groups, discuss strategies and tactics, explore factors that catalyze such groups, and consider their impact and significance on policy but also on governance and society.

**CPO 5XXX African Politics 3 SCH**

Africa is a diverse and expansive continent. Its politics are no different. This course examines African politics with significant appreciation for and attention to the historical and geographical factors that shaped and continue to shape them. A key phenomenon in African politics is the lack of security, or insecurity. This, too, will be examined and discussed in detail. Furthermore, the role of technology on African politics will be studied. Africa will be examined as a continent as well as in its constituent parts, including sub-regions and individual nation-states. And the role of both state and non-state actors will be considered throughout. The course does not assume specific knowledge or understanding of Africa or its politics; but it does assume general knowledge and understanding of international and comparative politics.

**CPO 5XXX Political Economy 3 SCH**

This course has two objectives in mind. One is to inquire into methods of analysis that borrow certain ideas from economics, such as self-interest and incentives, to the study of politics. One might call this the methodological objective. The other objective is to examine the reciprocal relations between government and the domestic economy. Specifically, it surveys what political scientists and public intellectuals have said about the effect of economic conditions on regime survival and elections, on the one hand, and on the other the impact of regime type and public policy on various measures of the general welfare as economic growth, human development, and income or wealth inequality. We shall begin with excerpts from ancient and modern thinkers, then proceed to analyze scholarship by contemporary political scientists and political economists.

**INR 5088 International Conflict 3 SCH**

This course examines some of the primary theories of the origins and termination of interstate war. The course begins with a discussion of the logic and empirical support for a number of popular hypotheses and questions on war. Do leaders start war to divert attention from domestic problems? Does trade promote peace? Do alliances deter or entrap? Do arms races promote peace? Does a balance of power promote peace? The discussion of these questions and hypotheses leaves us with a new one. Given that war is costly, why are the contending sides unable to reach a settlement short of the major use of armed force? The course concludes with a discussion of the termination of war.

**INR 5105 American Foreign Policy 3 SCH**

Americans seek to change the world and remain distinct from it. They energetically export their religious views, yet they officially support secularism. Americans denounce imperialism and coercion, yet they are accused of building a global empire and wielding astounding military power. And above all these tensions, Americans exert unparalleled influence and power in a globalized, increasingly democratic world that they helped create, yet they fret about relative decline and entertain plans for retrenchment and isolation. This course, therefore, seeks to analyze how Americans view and pursue their relationship with the world as well as the foundations and conduct of their foreign policy. It considers the institutions and offices, interests and political culture, and international challenges (including security, economic and humanitarian issues) that shape American foreign policy outcomes. To understand these influences, our readings, lecture and discussion will combine scholarly theories and policy perspectives. We will especially focus on debates regarding America's role as a global leader.

**INR 5129 Statecraft 3 SCH**

This course introduces students to fundamental questions, theoretical arguments and concepts in the area of foreign policy analysis and decision making, otherwise known as Statecraft. The course examines core topics in statecraft such as deterrence (conventional and nuclear), coercive diplomacy, tools of coercion, and the ethics of using force. Throughout the course, students will also study several prominent cases.

**INR 5316 Grand Strategy in International Relations 3 SCH**

This course evaluates the historical, philosophical and scientific dimensions of grand strategy. As a topic, grand strategy refers to the link between a state's goals and capabilities. It is how states understand and pursue their perceived interests and roles in the world. Understanding grand strategies offers an essential tool to evaluate states' foreign policies as well as the international system in which they operate. The course works through several historical and contemporary case studies of great and mid-level powers, such as Russia, China and the United States. It considers grand strategy's institutional, cultural and external sources, and it appraises the normative or ethical goals of grand strategy. Throughout these case studies, students will also engage major theories, and they will interrogate key issues such as economic integration, nonproliferation, diplomatic agendas, conflict and cybersecurity.

**INR 5330 National Security Policy, Technology, and Cyber 3 SCH**

Technological innovation drives history. It creates new threats, opens opportunities, changes lives, and allows new types of interaction. For political leaders, it also creates ongoing pressure to innovate and adapt national security policy. This course presents several different approaches to the analysis of technology and national security. It starts with world historical analyses before turning to more recent theories of politics and innovation. Students will also read and assess

policy documents. Throughout, the course focuses on cybersecurity as an evolving policy challenge, and it concludes with a concentrated set of readings on the topic.

### **INR 5547 War and Peace in East Asia 3 SCH**

This course uses East Asian international history since the late 19th Century to explore some of the most enduring questions about international politics. What are the causes of war? How, once begun, do wars end? Why do some wars end in negotiated settlements while others continue until one side's total defeat? How can states effectively communicate their intentions in spite of pervasive incentives to dissemble and prevaricate? When can alliances deter one's enemies, and when might they draw states into undesirable conflicts? Finally, how do the most powerful states in the system -- the great powers -- manage the ever-shifting landscape of power between them? We begin the course in Part I by introducing two critical components of the modern theory of war & uncertainty and commitment problems that shed light on both why wars start and how they end. Part II begins with the Sino-Japanese War of 1894-1895, which began a marked shift in power away from China and towards Japan, and ends with the collapse of the Japanese Empire at the end of the Second World War. Next, Part III explores the politics of the Cold War, which saw the consolidation of Communist China and the retreat of the Nationalist government to Taiwan at the end of the Chinese civil war and the United States' entry into the region as the status quo superpower during the Korean War. Finally, Part IV takes up questions of China's emergence as an economic power, continuing frontier rivalries with Taiwan, Russia, and smaller neighbors, and the possibility of its emergence as a global power in the coming decades.

### **INR 5769 Religion and International Politics 3 SCH**

This course analyzes how religious beliefs and institutions shape politics that cross borders. It draws upon an array of writings to examine major global phenomena like the religious roots of international order; religious challenges both to modern states and to recent globalization; and activism amongst global religious movements. In turn, the course concentrates on two major issues for scholars, policy-makers and citizens alike: 1) international religious extremism and violence and 2) religious influences on – and targets of – U.S. foreign policy. Examples of topics covered along the way include Evangelical activism and ideologies, religious terrorism and the Israeli-Palestinian conflict.

### **INR 5XXX International Political Economy 3 SCH**

This is a course on International Political Economy, with a focus on globalization processes. Its main goal is to provide students with a theoretical and critical understanding on the ways international financial and trade markets interact with governments and how this interaction has changed in the post-war period. The course examines the following questions: Who wins and who loses from globalization of trade and finance? Who sets the rules under which the game of international capitalism is played? How powerful are international organizations like the WTO, the IMF, and the EU vis-à-vis nation-states? What are the causes and effects of financial crises? These issues are explored with reference to economic and political theories, history and contemporary events.

### **INR 5XXX International Relations of East Asia 3 SCH**

This course uses East Asian international history since the late 19th Century to explore some of the most enduring questions about international politics. What are the causes of war? How, once begun, do wars end? Why do some wars end in negotiated settlements while others continue until one side's total defeat? How can states effectively communicate their intentions in spite of pervasive incentives to disassemble and prevaricate? When can alliances deter one's enemies,

and when might they draw states into undesirable conflicts? Finally, how do the most powerful states in the system -- the great powers -- manage the ever-shifting landscape of power between them? We begin the course in Part I by introducing two critical components of the modern theory of war—uncertainty and commitment problems—that shed light on both why wars start and how they end. Part II begins with the Sino-Japanese War of 1894-1895, which began a marked shift in power away from China and towards Japan, and ends with the collapse of the Japanese Empire at the end of the Second World War. Next, Part III explores the politics of the Cold War, which saw the consolidation of Communist China and the retreat of the Nationalist government to Taiwan at the end of the Chinese civil war and the United States' entry into the region as the status quo superpower during the Korean War. Finally, Part IV takes up questions of China's emergence as an economic power, continuing frontier rivalries with Taiwan, Russia, and smaller neighbors, and the possibility of its emergence as a global power in the coming decades.

### **INR 5XXX Terrorism and Counter-Terrorism 3 SCH**

This seminar provides an advanced, in-depth analysis of international terrorist threats & the means to counter them. The seminar will focus on the most significant terrorist actors, incidents, & attacks around the world. State sponsorship of terrorism will also be included in the seminar. From a strategic perspective, the course will examine terrorist motivations & intentions as well as specific tactics, techniques, and procedures.

### **POS 6905 Directed Study 3 SCH**

Individual study by students under the direction of a faculty member.

- F. For degree programs in the science and technology disciplines, discuss how industry-driven competencies were identified and incorporated into the curriculum and indicate whether any industry advisory council exists to provide input for curriculum development and student assessment.**

This program is not in a science and technology discipline.

- G. For all programs, list the specialized accreditation agencies and learned societies that would be concerned with the proposed program. Will the university seek accreditation for the program if it is available? If not, why? Provide a brief timeline for seeking accreditation, if appropriate.**

The department is not aware of specialized accreditation agencies or learned societies that would be applicable to the proposed degree program.

- H. For doctoral programs, list the accreditation agencies and learned societies that would be concerned with corresponding bachelor's or master's programs associated with the proposed program. Are the programs accredited? If not, why?**

Not applicable; this is a master's level degree program.

- I. Briefly describe the anticipated delivery system for the proposed program (e.g., traditional delivery on main campus; traditional delivery at branch campuses or centers; or nontraditional delivery such as distance or distributed learning, self-paced instruction, or external degree programs). If the proposed delivery system**

**will require specialized services or greater than normal financial support, include projected costs in Table 2 in Appendix A. Provide a narrative describing the feasibility of delivering the proposed program through collaboration with other universities, both public and private. Cite specific queries made of other institutions with respect to shared courses, distance/distributed learning technologies, and joint-use facilities for research or internships.**

The M.A. in International Affairs degree program will be available to both face to face and synchronous online students. Courses will be offered on the UWF campus with synchronous distance learning students able to join in real time. UWF's Reubin O'D. Askew Department of Government has been delivering the current M.A. program in Political Science via a synchronous distance learning format since 2014 and the faculty are very comfortable and proficient in using the technology.

For synchronous delivery, a group of students are in a face-to-face classroom while the distance learning students participate at the same time in the same course over the Internet. WebEx, the synchronous distance learning platform, allows students to listen to live lectures, show examples from instructors, ask questions in real time, and chat with classmates. Online students log-on to the Internet at designated class times. Two-way audio and video enables live interaction between the instructor and the online students.

## **IX. Faculty Participation**

- A. Use Table 4 in Appendix A to identify existing and anticipated full-time (not visiting or adjunct) faculty who will participate in the proposed program through Year 5. Include (a) faculty code associated with the source of funding for the position; (b) name; (c) highest degree held; (d) academic discipline or specialization; (e) contract status (tenure, tenure-earning, or multi-year annual [MYA]); (f) contract length in months; and (g) percent of annual effort that will be directed toward the proposed program (instruction, advising, supervising internships and practica, and supervising thesis or dissertation hours).**

The following faculty are shown in Appendix A Table 4:

Adam Cayton, Ph.D.

Brian Crisher, Ph.D.

Alfred Cuzan, Ph.D.

David Ramsey, Ph.D.

Jacob Shively, Ph.D.

Michelle Williams, Ph.D.

- B. Use Table 2 in Appendix A to display the costs and associated funding resources for existing and anticipated full-time faculty (as identified in Table 4 in Appendix A). Costs for visiting and adjunct faculty should be included in the category of Other Personnel Services (OPS). Provide a narrative summarizing projected costs and funding sources.**

As the proposed M.A. in International Affairs degree program is replacing in purpose and resource use an existing Security and Diplomacy Track within the M.A. in Political Science degree program, the funds currently being utilized for the track will be used for the stand-alone

degree program. The total reallocated base for the program is \$118,593. The main costs for the program are faculty salaries and benefits (\$91,223 Year 1, \$151,061 Year 5). Adjunct expenses are \$2,750 for one course the program offered each summer in response to student needs.

Program expenses are based on current and projected funding levels for the current Security and Diplomacy Track of the M.A. in Political Science degree program all from E&G funds. (Appendix A Table 2).

**C. Provide in the appendices the abbreviated curriculum vitae (CV) for each existing faculty member (do not include information for visiting or adjunct faculty).**

Faculty curriculum vitae are available in Appendix H for the following program faculty who will be supporting the proposed M.A. in International Affairs degree program:

Adam Cayton, Ph.D.  
 Brian Crisher, Ph.D.  
 Alfred Cuzan, Ph.D.  
 David Ramsey, Ph.D.  
 Jacob Shively, Ph.D.  
 Michelle Williams, Ph.D.

**D. Provide evidence that the academic unit(s) associated with this new degree have been productive in teaching, research, and service. Such evidence may include trends over time for average course load, FTE productivity, student HC in major or service courses, degrees granted, external funding attracted, as well as qualitative indicators of excellence.**

Faculty of the Reubin O'D. Askew Department of Government are productive in teaching, research, and service to the university, the community, and the discipline. The following tables show departmental productivity semester credit hours taught and FTE productivity, and degrees awarded.

Table 14. *Semester Credit Hours and FTE Productivity for Reubin O'D. Askew Department of Government*

| Credit Hours & FTE |              |              |              |              |              |              |              |              |
|--------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Level              | Fall 2015    |              | Fall 2016    |              | Fall 2017    |              | Fall 2018    |              |
|                    | SCH          | FTE          | SCH          | FTE          | SCH          | FTE          | SCH          | FTE          |
| Undergraduate      | 2,611        | 87.03        | 2,533        | 84.43        | 2,632        | 87.73        | 2,065        | 68.82        |
| Graduate           | 171          | 7.13         | 266          | 11.02        | 196          | 8.11         | 135          | 5.6          |
| <b>Total</b>       | <b>2,782</b> | <b>94.16</b> | <b>2,799</b> | <b>95.45</b> | <b>2,828</b> | <b>95.84</b> | <b>2,200</b> | <b>74.42</b> |

Table 15. *Degrees awarded from the Reubin O'D. Askew Department of Government*

| Degrees Awarded |           |           |            |           |           |
|-----------------|-----------|-----------|------------|-----------|-----------|
| Level           | 2014-2015 | 2015-2016 | 2016-2017  | 2017-2018 | 2018-2019 |
| Bachelor        | 63        | 63        | 91         | 70        | 63        |
| Master          | 5         | 8         | 9          | 13        | 10        |
| <b>Total</b>    | <b>68</b> | <b>71</b> | <b>100</b> | <b>83</b> | <b>73</b> |

Faculty have also been involved in scholarly research and publications as well as the pursuit of external funding through grants. Table 16 is a summary of recent publications for departmental faculty and table 17 is a summary of recent grant activity. Curriculum vitae for program faculty included in Appendix H contains a detailed record of each faculty member's research and scholarly activity as well as grant activity.

Table 16. *M.A. in International Affairs Degree Program Faculty Productivity, past 5 years*

| Faculty          | Publications  |
|------------------|---|
| Dr. Alfred Cuzán | <p>“Assessing the 2016 U.S. Presidential Election Popular Vote Forecasts” (with A. Graefe, J. Scott Armstrong and R. J. Jones, Jr., as first, second, and third author, respectively). In Amnon Cavari, Richard Powell, Kenneth Mayer (Eds.), <i>The 2016 Presidential Election: The Causes and Consequences of an Electoral Earthquake</i> (Lexington Books, 2017).</p> <p>“The 2016 PollyVote Popular Vote Forecast: A Preliminary Analysis” (with A. Graefe, R., J. Jones, Jr., and J. Scott Armstrong as first, second, and third author, respectively). <i>PS: Political Science &amp; Politics</i>, 2017, 50, 2: pp. 336-337.</p> <p>“The PollyVote Forecast for the 2016 American Presidential Election” (with A. Graefe, R., J. Jones, Jr., and J. Scott Armstrong as first, second, and third author, respectively). <i>PS: Political Science &amp; Politics</i>, 2016, 49, 4, pp. 687-690.</p> <p>“Five Laws of Politics: A Follow-Up.” <i>PS: Political Science &amp; Politics</i>, 2019, 52, 3, pp. ---.* An on-line version appeared in April; the printed version will come out in July.</p> <p>“The Loyalist vs. the Revolutionary? Francisco Franco and Fidel Castro Compared.” <i>Cuban Affairs. Quarterly Electronic Journal</i>, 2016, 20, 3.#3</p> <p>“Five Laws of Politics.” <i>PS: Political Science &amp; Politics</i>, 2015, 48, 3 pp. 415-419.*</p> <p>“The Law of Shrinking Support: Implications for Cuba.” <i>Cuban Affairs. Quarterly Electronic Journal</i>, 2014, 9 (3).</p> <p>“Some Principles of Politics.” <i>Libertarian Papers. A Journal of Philosophy, Politics, and Economics</i>. 2017, 9 (2), pp. 161-204.</p> |
| Dr. Adam Cayton  | <p>Adler, E. Scott, Adam F. Cayton, and John D. Griffin. 2018. “Representation When Constituent Opinion and District Conditions Collide.” <i>Political Research Quarterly</i> 71(3): 681-694.</p> <p>Cayton, Adam F. 2017. “Consistency vs. Responsiveness: Do Members of Congress Change Positions on Specific Issues in Response to Their Constituencies?” <i>Political Research Quarterly</i> 70(1): 3-18.</p> <p>Cayton, Adam F. 2016. “Why Are Some Institutions Replaced while Others Persist? Evidence from State Constitutions.” <i>State Politics &amp; Policy Quarterly</i>, 16(3): 267-289.</p>  |



|                   |  |
|-------------------|--|
|                   | <p>Cayton, Adam. 2019. "Refocusing on Policy Dynamics." <i>The American Congress: A Reference Handbook</i>. Sara L. Hagedorn and Michael C. LeMay (eds.). Santa Barbara, CA: ABC-CLIO.</p>   |
| Dr. Brian Crisher | <p>"Power and National Capability." 2017. <i>Oxford Encyclopedia of Foreign Policy Analysis</i>.<br/> <a href="http://politics.oxfordre.com/view/10.1093/acrefore/9780190228637.001.0001/acrefore-9780190228637-e-468">http://politics.oxfordre.com/view/10.1093/acrefore/9780190228637.001.0001/acrefore-9780190228637-e-468</a>.</p> <p>"Naval Power, Endogeneity, and Long-distance Disputes." 2017. <i>Research and Politics</i> 4(1). <a href="http://journals.sagepub.com/doi/full/10.1177/2053168017691700">http://journals.sagepub.com/doi/full/10.1177/2053168017691700</a></p> <p>"Domestic Political Problems and the Uneven Contenders Paradox." with Mark Souva. 2017. <i>Foreign Policy Analysis</i> 13(4): 876-893.</p> <p>"Power at Sea: A Naval Power Dataset, 1865-2011." with Mark Souva. 2014. <i>International Interactions</i> 40(4): 602-629.</p> <p>"Inequality Amid Equality: Military Capabilities and Conflict Behavior in Balanced Dyads." 2014 <i>International Interactions</i> 40(2): 246-269.</p>  |
| Dr. David Ramsey  | <p>Ramsey, David and Patrick Cain, eds. <i>American Constitutionalism, Marriage and the Family: U.S. v. Windsor and Obergefell v. Hodges in Context</i>. Lanham, MD: Lexington Books, 2016.</p> <p>Cain, Patrick and David Ramsey, eds. <i>Marriage and Our Liberal Democracy Today</i> (Symposium, with Introduction by Profs. Cain and Ramsey) 45 <i>Perspectives on Political Science</i> (Spring 2016).</p> <p>Ramsey, David, Jocelyn Evans and Meyer Levy. "Preserving the Seminar Experience," <i>Journal of Political Science Education</i> (vol. 12, iss. 3) 2016.</p> <p>Ramsey, David. "On the Marriage of Dred Scott," in <i>American Constitutionalism, Marriage and the Family: U.S. v. Windsor and Obergefell v. Hodges in Context</i>, David Ramsey and Patrick Cain, eds. Lanham, MD: Lexington Books, 2016.</p> <p>Ramsey, David. "The Founders, Hobby Lobby and the HHS Mandate," in <i>The Most Sacred Freedom: Religious Liberty in the History of Philosophy and America's Founding</i>, Will Jordan and Charlotte Thomas, eds. Macon, GA: Mercer University Press, 2016.</p> <p>Ramsey, David. "Cymbeline and the Origins of Modern Liberty," in <i>Shakespeare and Politics: What a Sixteenth Century Playwright Can Tell Us about Twenty-first Century Politics</i>, Bruce Altschuler and Michael Genovese, eds. St. Paul, MN: Paradigm, 2014.</p> |
| Dr. Jacob Shively | <p><i>Make America First Again: Grand Strategy Analysis and the Trump Administration</i>. Amherst, NY: Cambria Press. (forthcoming, 2020)</p> <p>'Good Deeds Aren't Enough': Point Four in Iran. <i>Diplomacy and Statecraft</i>. 29(3): September. 2018.</p>  |

|                       |  |
|-----------------------|--|
|                       | <p><i>Hope, Change, Pragmatism: Analyzing Obama's Grand Strategy</i>. New York, NY: Palgrave Macmillan. June 2016. (Hardcover). ISBN 9781137576972.</p> <p>'Balance of Power.' In Paul Joseph, ed. <i>SAGE Encyclopedia of War: Social Science Perspectives</i>. pp 137-139. Thousand Oaks, CA: SAGE Publications. 2017. ISBN 9781483359892</p> <p>'Clash of Civilizations.' In Paul Joseph, ed. <i>SAGE Encyclopedia of War: Social Science Perspectives</i>. pp 312-314. Thousand Oaks, CA: SAGE Publications. 2017. ISBN 9781483359892</p> <p>'State, concept and formation of.' In Paul Joseph, ed. <i>SAGE Encyclopedia of War: Social Science Perspectives</i>. pp 1624-1625. Thousand Oaks, CA: SAGE Publications. 2017. ISBN 9781483359892.</p>  |
| Dr. Michelle Williams | <p>Williams, Michelle Hale. 2018. "Political Impact of the Radical Right" In <i>The Oxford Handbook of the Radical Right</i>, ed. Jens Rydgren. New York: Oxford University Press.</p> <p>Safran, William and Michelle Hale Williams. 2018. "The Context of French Politics" "France: Where is the Power?" "France: Who has the Power?" "France: How is Power Used?" "What is the Future of French Politics?" In <i>Politics in Europe</i>, seventh edition. Washington D.C.: Sage CQ Press.</p> <p>Williams, Michelle Hale. 2015. "Are Radical Right-wing Parties the Black Holes in Empty Space?" Implications and Limitations in Impact Assessment of Radical Right-wing Parties." <i>Ethnic and Racial Studies</i> 38.8: 1329-1338.</p> <p>Williams, Michelle Hale. 2015. "Using Simulations in Linked Courses to Foster Student Understanding of Complex Political Institutions." <i>Journal of Political Science Education</i> 11. 3: 332-346.</p> |

Table 17. *Grants Awarded to M.A. in International Affairs Degree Program Faculty, last 5 years*

| <b>Project Title</b>  | <b>Amount</b> |
|---|---------------|
| <b>Cayton, Adam.</b> University of West Florida Research Pilot Grant, project focus: Congressional policy tools: actions undertaken with legislation in specific issue areas. This project creates an original dataset of congressional legislation over time.  | \$25,000      |
| <b>Ramsey, David.</b> (Contributor. Principal Investigator is Sara Martin, editor of the John Adams Papers. <i>Proposal submitted Fall 2017, funded December 2017. Planning grant period January 1, 2018 – June 30, 2019</i> ) “A 21 <sup>st</sup> -century Digital Platform for 19 <sup>th</sup> -century Analog Content” funded by the NHPRC and the Mellon Foundation. Planning grant to be used to develop plans for a publishing co-op for digital editions housed on servers owned by the Massachusetts Historical Society. The Papers of Roger Brooke Taney is one of four projects included in this planning grant. | \$62,000      |
| <b>Ramsey, David.</b> (Principal Investigator. <i>Proposal submitted Fall 2016, funded Spring 2017. Project grant period June 1, 2017 – June 1, 2019</i> ) “War: Ancient and Modern” NEH Dialogues on the Experience of War project to introduce military veterans entering the University to the study of the humanities through discussion-based colloquia.   | \$99,993      |
| <b>Ramsey, David.</b> John Templeton Foundation and the Institute for Humane Studies grant to fund two public lectures on constitutional law in the 2016-17 academic year.  | \$7,000       |

## X. Non-Faculty Resources

- A. Describe library resources currently available to implement and/or sustain the proposed program through Year 5. Provide the total number of volumes and serials available in this discipline and related fields. List major journals that are available to the university’s students. Include a signed statement from the Library Director that this subsection and subsection B have been reviewed and approved.**

UWF currently offers B.A. and M.A programs in political science with a Security and Diplomacy Track. In support of the Master of Arts in International Affairs degree program, the UWF Libraries are equipped to provide similar resources and services for this proposed program, including resources that support the interdisciplinary nature of international relations.

The libraries shelve more than 770,000 print volumes and house an extensive microforms collection. Electronic resources include more than 160,000 e-books and access to approximately 80,000 journals and other serial titles through the EBSCO discovery system. An analysis of holdings in relevant Library of Congress classifications indicates that UWF has approximately 3,100 books related specifically to international law and relations, and over 14,000 books in political science fields. The library also provides access to over 2,000 peer-reviewed e-journals and over 2,100 e-books in politics, government, and international relations.

Specialized indexing, abstracting, and full-text databases relevant to international relations include Political Science Complete, Political Science Database, CQ Researcher, and PAIS International. More general and multidisciplinary databases supporting international relations include JSTOR, Academic Search Complete, Research Library Complete, and Social Science Database. Full-text dissertations and theses are available through ProQuest Dissertations and Theses. Using their Argonet accounts, students and faculty may access electronic resources any time from any place.

Selected library resources currently available to implement the proposed M.A. in International Affairs degree program include:

- Political Science Complete
- Political Science Database
- PAIS International
- CQ Researcher
- ICPSR: Inter-University Consortium for Political and Social Research
- Military and Intelligence Database
- Military Database
- War and Terrorism Collection

Major Journals (Peer-Reviewed)

- *American Diplomacy*
- *Diplomacy and Statecraft*
- *Economics of Peace and Security Journal*
- *European Journal of International Relations*
- *Foreign Affairs*
- *Georgetown Journal of International Affairs*
- *Global Studies Journal*
- *Harvard International Review*
- *International Affairs*
- *International Issues and Slovak Foreign Policy Affairs*
- *International Politics*
- *International Relations*
- *International Relations of the Asia-Pacific*
- *International Security*
- *International Studies*
- *International Organization*
- *Journal of American-East Asian Relations*
- *Journal of International Affairs*
- *Journal of International and Area Studies*
- *Journal of International Law and International Relations*
- *Journal of International Relations and Development*
- *Journal of Military and Strategic Studies*
- *Journal of Public and International Affairs*
- *Latin American Politics and Society*
- *Middle East Review of International Affairs*
- *Perceptions: Journal of International Affairs*
- *Policy Studies*
- *Political Science Quarterly*
- *Review of International Law and Politics*
- *SAIS Review of International Affairs*
- *Security Studies*
- *Terrorism and Political Violence*
- *Washington Quarterly*
- *World Affairs*
- *World Policy Journal*
- *World Political Science Review*

**B. Describe additional library resources that are needed to implement and/or sustain the program through Year 5. Include projected costs of additional library resources in Table 2 in Appendix A. Please include the signature of the Library Director in Appendix B.**

The Dean of UWF Libraries has determined that library services and resources currently available are adequate to implement the Master of Arts in International Affairs degree program and sustain the program through Year 5. Furthermore, UWF Libraries' holdings are competitive when compared to the resources available at other institutions with similar programs.

**C. Describe classroom, teaching laboratory, research laboratory, office, and other types of space that are necessary and currently available to implement the proposed program through Year 5.**

The M.A. in International Affairs degree program will replace the existing M.A. in Political Science concentration track in Security and Diplomacy. It will use the same classroom, office, and other spaces. All M.A.- level synchronous online courses in the department are taught in classroom 174 in building 79.

**Classroom 174 in Building 79**

There are 4 rectangular tables typically arranged to form a single large conference table that all classroom students and the professor can sit around. The synchronous online student camera is at one end of the conference table allowing the distance learning students to see the full view of participants around the table. The tables can be moved into pods for group work where each group has a smartboard on the wall for computer display. There are 3 smart boards with a main presentation computer and projection screen in the room.

**Building 50** on the main Pensacola campus currently provides office space for faculty, and staff.

- Faculty offices
  - All full-time faculty have private offices nearby for easy access to students and the student classroom.

**Other Workspaces**

- Technology Support
  - Classroom and online technology support are provided through the University's Information Technology Services department.
- Online Help
  - Distance learning management system (eLearning) is maintained by the UWF university technology support team to include the helpdesk for immediate student tech needs. There is a special hotline for assistance with the current e-Learning platform: Canvas.

**D. Describe additional classroom, teaching laboratory, research laboratory, office, and other space needed to implement and/or maintain the proposed program through Year 5. Include any projected Instruction and Research (I&R) costs of additional space in Table 2 in Appendix A. Do not include costs for new construction because that information should be provided in response to X (E) below.**

The proposed degree program will not require any additional classroom, teaching laboratory, research laboratory, office, or other space to implement the program nor to sustain it through Year 5.

- E. If a new capital expenditure for instructional or research space is required, indicate where this item appears on the university's fixed capital outlay priority list. Table 2 in Appendix A includes only Instruction and Research (I&R) costs. If non-I&R costs, such as indirect costs affecting libraries and student services, are expected to increase as a result of the program, describe and estimate those expenses in narrative form below. It is expected that high enrollment programs in particular would necessitate increased costs in non-I&R activities.**

The department does not anticipate any new capital expenditures for instructional or research space.

- F. Describe specialized equipment that is currently available to implement the proposed program through Year 5. Focus primarily on instructional and research requirements.**

The proposed degree program will not require any additional specialized equipment to implement the program nor to sustain it through Year 5.

- G. Describe additional specialized equipment that will be needed to implement and/or sustain the proposed program through Year 5. Include projected costs of additional equipment in Table 2 in Appendix A.**

The department does not anticipate the need for any specialized equipment to implement the program nor to sustain it through Year 5.

- H. Describe any additional special categories of resources needed to implement the program through Year 5 (access to proprietary research facilities, specialized services, extended travel, etc.). Include projected costs of special resources in Table 2 in Appendix A.**

The department does not need any special categories of resources to implement the program nor to sustain it through Year 5.

- I. Describe fellowships, scholarships, and graduate assistantships to be allocated to the proposed program through Year 5. Include the projected costs in Table 2 in Appendix A.**

The department will allocate three graduate assistantships to the proposed M.A. program in International Affairs through Year 5.

- J. Describe currently available sites for internship and practicum experiences, if appropriate to the program. Describe plans to seek additional sites in Years 1 through 5.**

The department has the ability to offer 3 SCH internships to graduate students and these can take the place of 1 Elective course (3 SCH) in the degree plan. Credit for an internship would be offered through Directed Study credit (POS 6905) with a faculty member in communication with the internship site supervisor. The department has had little demand for graduate level internship courses in the current M.A. in Political Science, in part because many of the graduate students are currently working and/or have work experience when they enter the program.

However, if the department sees an increase in demand for graduate internships, the department faculty would move to create a permanent internship course at the graduate level. The department currently has relationships with internship providers for undergraduate programs that could also provide internship experiences appropriate for graduate students.

As discussed, there are no current plans to seek additional internship sites, as existing sites have been historically underutilized among our M.A. students. Many of the current Master's students already have employment during their time in our M.A. program or that they will return to upon program completion.

Current internship site locations include the Gulf Coast Citizen Diplomacy Council (affiliated with U.S. State Department visits to the area), various defense contractors, and offices of local public officials.

## APPENDICES



## Appendix A

Table 1B Projected Headcount from Potential Sources

Table 2 Projected Costs and Funding Sources

Table 3 Anticipated Reallocation of E&G Funds

Table 4 Anticipated Faculty Participation

**APPENDIX A**  
**TABLE 1-B**  
**PROJECTED HEADCOUNT FROM POTENTIAL SOURCES**  
**(M.A. International Affairs)**

| Source of Students<br>(Non-duplicated headcount in any given year)*                              | Year 1    |            | Year 2    |             | Year 3    |             | Year 4    |           | Year 5    |           |
|--|-----------|------------|-----------|-------------|-----------|-------------|-----------|-----------|-----------|-----------|
|  | HC        | FTE        | HC        | FTE         | HC        | FTE         | HC        | FTE       | HC        | FTE       |
| Individuals drawn from agencies/industries in your service area (e.g., older returning students) | 1         | 0.55       | 4         | 2.2         | 5         | 2.75        | 6         | 3.3       | 6         | 3.3       |
| Students who transfer from other graduate programs within the university**                       | 4         | 2.2        | 2         | 1.1         | 0         | 0           | 0         | 0         | 0         | 0         |
| Individuals who have recently graduated from preceding degree programs at this university        | 3         | 1.65       | 6         | 3.3         | 6         | 3.3         | 6         | 3.3       | 7         | 3.85      |
| Individuals who graduated from preceding degree programs at other Florida public universities    | 1         | 0.55       | 2         | 1.1         | 2         | 1.1         | 2         | 1.1       | 2         | 1.1       |
| Individuals who graduated from preceding degree programs at non-public Florida institutions      | 0         | 0          | 0         | 0           | 0         | 0           | 1         | 0.55      | 1         | 0.55      |
| Additional in-state residents***   | 0         | 0          | 0         | 0           | 0         | 0           | 0         | 0         | 0         | 0         |
| Additional out-of-state residents***   | 1         | 0.55       | 1         | 0.55        | 2         | 1.1         | 4         | 2.2       | 3         | 1.65      |
| Additional foreign residents***  | 0         | 0          | 0         | 0           | 0         | 0           | 1         | 0.55      | 1         | 0.55      |
| Other (Explain)***   | 0         | 0          | 0         | 0           | 0         | 0           | 0         | 0         | 0         | 0         |
| <b>Totals</b>  | <b>10</b> | <b>5.5</b> | <b>15</b> | <b>8.25</b> | <b>15</b> | <b>8.25</b> | <b>20</b> | <b>11</b> | <b>20</b> | <b>11</b> |

\* List projected annual headcount of students enrolled in the degree program. List projected yearly cumulative ENROLLMENTS instead of admissions.

\*\* If numbers appear in this category, they should go DOWN in later years.

\*\*\* Do not include individuals counted in any PRIOR category in a given COLUMN.

**APPENDIX A**

**TABLE 2  
PROJECTED COSTS AND FUNDING SOURCES**

| Instruction & Research Costs (non-cumulative) | Year 1                  |                         |                     |                         |                          |                         |                            |                         | Year 5                         |                             |                |                          |                         |                            |                  |                                 |
|---|-------------------------|-------------------------|---------------------|-------------------------|--------------------------|-------------------------|----------------------------|-------------------------|--------------------------------|-----------------------------|----------------|--------------------------|-------------------------|----------------------------|------------------|---------------------------------|
|   | Funding Source          |                         |                     |                         |                          |                         |                            |                         | Subtotal<br>columms<br>1+...+7 | Funding Source              |                |                          |                         |                            |                  | Subtotal<br>columms<br>9+...+14 |
|   | Reallocated Base* (E&G) | Enrollment Growth (E&G) | New Recurring (E&G) | New Non-Recurring (E&G) | Contracts & Grants (C&G) | Philanthropy Endowments | Enterprise Auxiliary Funds | Continuing Base** (E&G) |                                | New Enrollment Growth (E&G) | Other*** (E&G) | Contracts & Grants (C&G) | Philanthropy Endowments | Enterprise Auxiliary Funds |                  |                                 |
| 1   | 2                       | 3                       | 4                   | 5                       | 6                        | 7                       | 8                          | 9                       | 10                             | 11                          | 12             | 13                       | 14                      | 15                         |                  |                                 |
| Faculty Salaries and Benefits                 | 91,223                  | 0                       | 0                   | 0                       | 0                        | 0                       | 0                          | \$91,223                | 151,061                        | 0                           | 0              | 0                        | 0                       | 0                          | \$151,061        |                                 |
| A & P Salaries and Benefits                   | 8,820                   | 0                       | 0                   | 0                       | 0                        | 0                       | 0                          | \$8,820                 | 10,721                         | 0                           | 0              | 0                        | 0                       | 0                          | \$10,721         |                                 |
| USPS Salaries and Benefits                    | 0                       | 0                       | 0                   | 0                       | 0                        | 0                       | 0                          | \$0                     | 0                              | 0                           | 0              | 0                        | 0                       | 0                          | \$0              |                                 |
| Other Personal Services                       | 2,750                   | 0                       | 0                   | 0                       | 0                        | 0                       | 0                          | \$2,750                 | 2,750                          | 0                           | 0              | 0                        | 0                       | 0                          | \$2,750          |                                 |
| Assistantships & Fellowships                  | 12,800                  | 0                       | 0                   | 0                       | 0                        | 0                       | 0                          | \$12,800                | 12,800                         | 0                           | 0              | 0                        | 0                       | 0                          | \$12,800         |                                 |
| Library                                       | 0                       | 0                       | 0                   | 0                       | 0                        | 0                       | 0                          | \$0                     | 0                              | 0                           | 0              | 0                        | 0                       | 0                          | \$0              |                                 |
| Expenses                                      | 3,000                   | 0                       | 0                   | 0                       | 0                        | 0                       | 0                          | \$3,000                 | 3,000                          | 0                           | 0              | 0                        | 0                       | 0                          | \$3,000          |                                 |
| Operating Capital Outlay                      | 0                       | 0                       | 0                   | 0                       | 0                        | 0                       | 0                          | \$0                     | 0                              | 0                           | 0              | 0                        | 0                       | 0                          | \$0              |                                 |
| Special Categories                            | 0                       | 0                       | 0                   | 0                       | 0                        | 0                       | 0                          | \$0                     | 0                              | 0                           | 0              | 0                        | 0                       | 0                          | \$0              |                                 |
| <b>Total Costs</b>                            | <b>\$118,593</b>        | <b>\$0</b>              | <b>\$0</b>          | <b>\$0</b>              | <b>\$0</b>               | <b>\$0</b>              | <b>\$0</b>                 | <b>\$118,593</b>        | <b>\$180,332</b>               | <b>\$0</b>                  | <b>\$0</b>     | <b>\$0</b>               | <b>\$0</b>              | <b>\$0</b>                 | <b>\$180,332</b> |                                 |

\*Identify reallocation sources in Table 3.

\*\*Includes recurring E&G funded costs ("reallocated base," "enrollment growth," and "new recurring") from Years 1-4 that continue into Year 5.

\*\*\*Identify if non-recurring.

**Faculty and Staff Summary**

|                        | Year 1 | Year 5 |
|------------------------|--------|--------|
| Total Positions        |        |        |
| Faculty (person-years) | 0.68   | 1.01   |
| A & P (FTE)            | 0.2    | 0.2    |
| USPS (FTE)             | 0      | 0      |

**Calculated Cost per Student FTE**

|                    | Year 1    | Year 5    |
|--------------------|-----------|-----------|
| Total E&G Funding  | \$118,593 | \$180,332 |
| Annual Student FTE | 5.5       | 11        |
| E&G Cost per FTE   | \$21,562  | \$16,394  |

**Table 2 Column Explanations**

|                         |   |  |
|-------------------------|---|--|
| Reallocated Base* (E&G) | 1 | E&G funds that are already available in the university's budget and will be reallocated to support the new program. Please include these funds in the Table 3 - Anticipated reallocation of E&G funds and indicate their source. |
|-------------------------|---|--|

|                                   |    |  |
|-----------------------------------|----|--|
| Enrollment Growth (E&G)           | 2  | Additional E&G funds allocated from the tuition and fees trust fund contingent on enrollment increases.  |
| New Recurring (E&G)               | 3  | Recurring funds appropriated by the Legislature to support implementation of the program.  |
| New Non-Recurring (E&G)           | 4  | Non-recurring funds appropriated by the Legislature to support implementation of the program. Please provide an explanation of the source of these funds in the budget section (section III. A.) of the proposal. These funds can include initial investments, such as infrastructure. |
| Contracts & Grants (C&G)          | 5  | Contracts and grants funding available for the program.  |
| Philanthropy Endowments           | 6  | Funds provided through the foundation or other Direct Support Organizations (DSO) to support of the program.   |
| Enterprise Auxiliary Funds        | 7  | Use this column for continuing education or market rate programs and provide a rationale in section III.B. in support of the selected tuition model.   |
| <b>Subtotal columns 1+...+7</b>   | 8  | Subtotal of values included in columns 1 through 7.  |
| Continuing Base** (E&G)           | 9  | Includes the sum of columns 1, 2, and 3 over time.   |
| New Enrollment Growth (E&G)       | 10 | See explanation provided for column 2.   |
| Other*** (E&G)                    | 11 | These are specific funds provided by the Legislature to support implementation of the program.   |
| Contracts & Grants (C&G)          | 12 | See explanation provided for column 5.   |
| Philanthropy Endowments           | 13 | See explanation provided for column 6.   |
| Enterprise Auxiliary Funds        | 14 | Use this column for continuing education or market rate programs and provide a rationale in section III.B. in support of the selected tuition model.   |
| <b>Subtotal columns 9+...+ 14</b> | 15 | Subtotal of values included in columns 9 through 14.   |

## APPENDIX A

**TABLE 3  
ANTICIPATED REALLOCATION OF EDUCATION & GENERAL FUNDS\***

| Program and/or E&G account from which current funds will be reallocated during Year 1   | Base before reallocation | Amount to be reallocated | Base after reallocation |
|---|--------------------------|--------------------------|-------------------------|
| E&G Funds reallocated from Political Science Security and Diplomacy Track to stand-alone degree program M.A. in International Affairs | 118,593                  | 118,593                  | \$0                     |
|   | 0                        | 0                        |                         |
|   | 0                        | 0                        |                         |
|   | 0                        | 0                        |                         |
|   | 0                        | 0                        |                         |
|   | 0                        | 0                        |                         |
|   |                          |                          |                         |
|   |                          |                          |                         |
|   |                          |                          |                         |
|   |                          |                          |                         |
|   |                          |                          |                         |
|   |                          |                          |                         |
|   |                          |                          |                         |
|   |                          |                          |                         |
| <b>Totals</b>   | \$118,593                | \$118,593                | \$0                     |

\* If not reallocating funds, please submit a zeroed Table 3

## APPENDIX A

**TABLE 4  
ANTICIPATED FACULTY PARTICIPATION**

| Faculty Code                   | Faculty Name or "New Hire"<br>Highest Degree Held<br>Academic Discipline or Speciality | Rank                | Contract Status | Initial Date for Participation in Program | Mos. Contract Year 1 | FTE Year 1 | % Effort for Prg. Year 1 | PY Year 1   | Mos. Contract Year 5 | FTE Year 5 | % Effort for Prg. Year 5 | PY Year 5   |
|--------------------------------|--|---------------------|-----------------|---|----------------------|------------|--------------------------|-------------|----------------------|------------|--------------------------|-------------|
| A                              | Adam Cayton, PhD<br>Political Science  | Asst. Professor     | Tenure-Earning  | Fall 2021                                 | 9                    | 0.75       | 0.00                     | 0.00        | 9                    | 0.75       | 0.15                     | 0.11        |
| A                              | Brian Crisher, PhD<br>Political Science  | Asst. Professor     | Earning Earning | Fall 2020                                 | 9                    | 0.75       | 0.30                     | 0.23        | 9                    | 0.75       | 0.30                     | 0.23        |
| A                              | Alfred Cuzan, PhD<br>Political Science   | Professor           | Tenured         | Fall 2020                                 | 9                    | 0.75       | 0.15                     | 0.11        | 9                    | 0.75       | 0.30                     | 0.23        |
| A                              | David Ramsey, PhD<br>Political Science   | Professr Professor  | Tenured         | Fall 2020                                 | 9                    | 0.75       | 0.15                     | 0.11        | 9                    | 0.75       | 0.15                     | 0.11        |
| A                              | Jacob Shively, PhD<br>Political Science  | Professor Professor | Tenured         | Fall 2020                                 | 9                    | 0.75       | 0.15                     | 0.11        | 9                    | 0.75       | 0.30                     | 0.23        |
| A                              | Michelle Williams, PhD<br>Political Science  | Professor           | Tenured         | Fall 2020                                 | 9                    | 0.75       | 0.15                     | 0.11        | 9                    | 0.75       | 0.15                     | 0.11        |
| <b>Total Person-Years (PY)</b> |  |                     |                 |   |                      |            |                          | <b>0.68</b> |                      |            |                          | <b>1.01</b> |

| Faculty Code              | Source of Funding                           | PY Workload by Budget Classification |               |             |               |             |
|---------------------------|---|--------------------------------------|---------------|-------------|---------------|-------------|
|                           |   | Year 1                               | Year 5        |             |               |             |
| A                         | Existing faculty on a regular line          | Current Education & General Revenue  | 0.68          | 1.01        |               |             |
| B                         | New faculty to be hired on a vacant line    | Current Education & General Revenue  | 0.00          | 0.00        |               |             |
| C                         | New faculty to be hired on a new line       | New Education & General Revenue      | 0.00          | 0.00        |               |             |
| D                         | Existing faculty hired on contracts/grants  | Contracts/Grants                     | 0.00          | 0.00        |               |             |
| E                         | New faculty to be hired on contracts/grants | Contracts/Grants                     | 0.00          | 0.00        |               |             |
| <b>Overall Totals for</b> |   |                                      | <b>Year 1</b> | <b>0.68</b> | <b>Year 5</b> | <b>1.01</b> |

## Appendix B

### Signatures

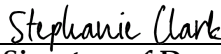
**APPENDIX B**

Please include the signature of the Equal Opportunity Officer and the Library Director.

DocuSigned by:  
  
Signature of Equal Opportunity Officer

12/13/2019  
Date

Kim LeDuff  
Name of Equal Opportunity Officer

DocuSigned by:  
  
Signature of Dean of University Libraries

12/13/2019  
Date

Stephanie Clark  
Name of Dean of University Libraries

This appendix was created to facilitate the collection of signatures in support of the proposal. Signatures in this section illustrate that the Equal Opportunity Officer has reviewed section II.E of the proposal and the Library Director has reviewed sections X.A and X.B.

UWF also requires that a Request to Offer a New Degree program is reviewed by the Chief Technology Officer.

DocuSigned by:  
  
Signature of Chief Technology Officer

12/13/2019  
Date

Melanie Haveard  
Name of Chief Technology Officer



## Appendix C

### Academic Learning Plan and Student Learning Outcomes

# ACADEMIC LEARNING PLAN

## International Affairs, M.A.

### Mission Statement

*The mission of the Department of Government is to educate students in the areas of government, politics, and international affairs, and by this means to foster more knowledgeable, informed, and active citizenship, as well as more enlightened future political leadership, in the communities to which they belong.*

### Student Learning Outcomes

UWF International Affairs, M.A. graduates should be able to do the following:

#### Content

- Compare the organization and exercise of political power both between and within different regimes and political cultures

#### Critical Thinking

- Identify relevant theories from the scholarly literature that are helpful for understanding the selected question, problem, or puzzle

#### Communication

- Write coherent, intelligible, systematic, and potentially persuasive papers
- Accurately present findings orally with appropriate visual tools

#### Integrity/Values

- Use legitimate scholarship and appropriate citation in keeping with standards of academic integrity

### Assessment of Student Learning Outcomes

We assess the Academic Learning Plan SLOs through a Comprehensive Exam process that is the final requirement ahead of graduation. The comprehensive exam involves both an oral and written component. A committee of departmental faculty members evaluate both the written and oral answers. Students receive either a pass, conditional pass, or fail on the written exam. Students receive an honors pass, a pass or a fail on the oral exam.

## **Job Prospects for International Affairs, M.A. Graduates**

Students with an MA in International Affairs have strong skills in critical thinking, writing and analysis that lend themselves well to careers in policy analysis, politics and governmental administration, governmental civil service or contracting, intelligence service –either civilian or military, military officer development, media careers, careers in education at all levels, and business analysis.

***Find out more about International Affairs, M.A. at UWF:***

<https://uwf.edu/cassh/departments/government/>

## Appendix D

### University of West Florida Graduate Admissions and Graduation Requirements

## APPENDIX D

### ADMISSION AND GRADUATION REQUIREMENTS

<http://catalog.uwf.edu/graduate/admissions/generalinformation/>

The Graduate School administers the application, admission, and readmission process for all degree-seeking and non-degree seeking graduate students. It also assists prospective graduate students in obtaining information about UWF.

#### **General Policies**

The University of West Florida encourages applications for admission from qualified students regardless of gender, culture, religion, ethnic background, age, marital status, or disability. Students with documented visual impairments, hearing impairments, motor impairments, or specific learning disabilities may petition for substitution of admission requirements provided such substitution does not significantly alter the nature of the program for which admission is being sought. For more information about the University's admission requirement substitution policy contact the Graduate School.

Admission of students to the University of West Florida is within the jurisdiction of the University, but subject to the minimum standards adopted by the UWF Board of Trustees and the Florida Board of Governors.

#### **Conditions of Admission**

The Graduate School will notify the applicants of the admission decision. Admission to the University is often contingent upon the subsequent receipt of satisfactory and official college or university transcripts and verification of baccalaureate degrees. Failure to submit such documents may result in the cancellation of admission. Refer to [Provisional Admission](#) for more information.

#### **Ownership of Submitted Documents**

All credentials and documents submitted become the property of the University of West Florida. The originals or copies of the originals will not be returned to the applicant or forwarded to another institution, agency, or person.

#### **Fraudulent Records**

If it is found that an applicant has made a false or fraudulent statement or a deliberate omission on the application for admission, the residency statement, or any other accompanying documents or statements, the applicant may be denied admission. If the student is already enrolled when the fraud is discovered, the case will be adjudicated using the procedures specified for violations of the UWF Student Conduct System as contained in the [Student Handbook](#).

#### **Applicant Conduct**

The University shall evaluate an applicant's previous conduct to determine whether offering the applicant admission is in the best interest of the University. Applicants with a record of previous misconduct at an educational institution or criminal conduct will be evaluated during the admission process in accordance with [UWF/REG 3.003](#).

## **Request for Admission for a Later Semester**

Applicants are admitted to the University only for the semester for which they apply. Students who do not enroll in the semester for which they have been admitted and want consideration for a different semester must reapply for admission and pay another application processing fee. Applicants will be considered for admission under the policies in effect at that time. Admission is not automatic. If an applicant has attended, or is currently attending, another collegiate institution since the submission of the previous application, the applicant must indicate the institution on the new application and provide an official transcript of all work attempted.

## **Admission Documents Required**

Applicants for graduate admission must provide the Graduate School with the following documents:

### **Application for Admission**

Applicants must apply for [graduate level admission online](#). The application for admission and a non-refundable, non-deferrable \$30 processing fee payable to the University of West Florida, should be submitted six to nine months prior to the semester for which admission is requested. It is the policy of the University not to defer or waive the application for admission and the application processing fee. The application processing fee must be in U.S. currency and drawn from a U.S. bank. There is an option to pay via credit card when the web application is submitted.

### **College Transcripts**

Applicants must submit one official transcript from each college and university attended to the Graduate School. Applicants who received their undergraduate degree from UWF do not need to provide UWF transcripts. Transcripts are considered official when they are sent from a college or university directly to the Graduate School and bear an official seal and signature. Transcripts bearing the statement "Issued to Student," faxed transcripts, or transcripts submitted by the applicant are not considered official. Original documents, or signed officially certified photocopies of original documents, may be submitted by the applicant only when institutions outside the U.S. will not send academic records to other institutions. The verifying signature should preferably be that of an officer of the institution attended. All academic records that are not in English must be accompanied by certified English translations.

### **Test Scores**

Official test results from a nationally standardized graduate admission test are required for all applicants unless otherwise specified by the graduate program to which the applicant is applying. Applicants should contact the graduate department to which they applied to inquire as to which test is acceptable for that program or if it may be waived. The University of West Florida accepts the Graduate Record Examination (GRE), the Miller Analogies Test (MAT), and the Graduate Management Admissions Test (GMAT). Test scores are considered official only when they are sent directly to the Graduate School from the testing agency. Examinee copies are not considered official. Test scores must be no more than five years old.

Applicants should contact the graduate department to which they applied to inquire as to specific departmental admission test deadlines. However, the majority of departments recommend that applicants complete the appropriate graduate admission test well in advance of their anticipated

semester of admission (no later than April for fall semester applications, no later than August for spring semester applications, and no later than January for summer semester applications). It is recommended that applicants to a doctoral program should complete the graduate admission test one year prior to their anticipated semester of admission. The GRE, GMAT, and MAT are offered several times a year at numerous testing centers in the U.S. and abroad. Advanced registration is required. Registration forms, as well as detailed information on the availability and character of the examinations may be obtained from the UWF Testing Center.

### **Departmental Requirements**

Some departments have additional admission requirements such as auditions, portfolios, goal statements, letters of recommendation, departmental applications, writing samples, personal interviews, and diagnostic testing. Applicants should contact the department directly regarding any departmental admission requirements.

<http://catalog.uwf.edu/graduate/academicpolicies/graduation/>

### **Application for Graduation**

Applications for Graduation are submitted for the term in which the student is completing their degree requirements. All applications must be submitted during the application period. Specific dates are noted in the [Academic Calendar](#). Students who miss the deadline should contact their academic department to determine eligibility and to request a late submission. Students submitting a late application risk not being included in the commencement program.

Retroactive graduation to a prior semester will not be approved.

### **Certificate Programs**

Students applying for a certificate should also follow the steps for [Applying for Graduation](#). Awarded certificates will be listed on the student's academic transcript.

### **Master's and Specialist Degrees**

Students fulfilling requirements for a UWF master's or specialist degree must follow the instructions for [Applying for Graduation](#) and also the [Graduation Guide](#).

### **Ed.D. Degrees**

Candidates for Ed.D. degrees should complete and submit the paper [Doctoral Application for Graduation](#) (paper form ONLY; not available online) to the [Ed.D./Ed.S Program Office](#) in the College of Education and Professional Studies. Applications are available in the Office of the Registrar and in the Ed.D./Ed.S. Program Office.

### **Ph.D. Degrees**

Candidates for Ph.D. degrees should complete and submit the paper [Doctoral Application for Graduation](#) to their advisor. Applications are available in the Office of the Registrar.

## Appendix E

### Letters of Support – SUS

Florida International University Faculty and Staff

Florida State University – Dean

Florida State University – Faculty and Staff

University of Florida – Faculty and Staff

University of North Florida – Faculty and Staff

University of South Florida – Faculty and Staff





Michelle Williams &lt;mwilliams@uwf.edu&gt;

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## Your proposed M.A. in International Affairs

2 messages

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John Clark <clarkj@fiu.edu>  
To: Michelle Williams <mwilliams@uwf.edu>

Thu, Jun 27, 2019 at 5:24 PM

Dear Michelle,

It was good speaking with you earlier today. I write just to just to wish you well with your proposed new M.A. in International Affairs at UWF.

While we offer our own M.A. in International Studies through my Department here at FIU, I do not believe that the graduate student constituencies would be competing; you made it clear to me that your main student consistency in Pensacola comes from the local military facilities. Moreover, there are already other competing M.A. programs in International Affairs in the State of Florida, and some closer to FIU.

My only caveat is that I do NOT speak for the Green School of International and Public Affairs at FIU. The School in which my Department is housed offers its own, separate program, the M.A. in Global Affairs. One of the tracks in that program is called "Globalization and Security," so you might want to confer with Associate Dean Shlomi Dinar ([dinars@fiu.edu](mailto:dinars@fiu.edu)) as you finalize your proposal.

All good wishes,

John

John F. Clark, Ph.D.  
Professor and Chair  
Department of Politics and International Relations  
Green School of International and Public Affairs  
Florida International University  
Miami, FL 33199

Co-author of Africa's International Relations, 2018

[https://www.rienner.com/title/Africa\\_s\\_International\\_Relations\\_Balancing\\_Domestic\\_and\\_Global\\_Interests](https://www.rienner.com/title/Africa_s_International_Relations_Balancing_Domestic_and_Global_Interests)

---

Michelle Williams <mwilliams@uwf.edu>  
To: John Clark <clarkj@fiu.edu>

Thu, Jun 27, 2019 at 5:29 PM

John,

Thank you for your email. I enjoyed our conversation and hope we will talk again soon.

Michelle

Michelle Hale Williams  
Professor and Administrative Fellow  
Office of the Provost

6/28/2019

Faculty and Staff at UWF Mail - Your proposed M.A. in International Affairs

Chair of the Reubin O'D. Askew Department of Government  
University of West Florida

[Quoted text hidden]



Michelle Williams <mwilliams@uwf.edu>

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## Phone follow up - UWF MA

---

Timothy Chapin <tchapin@fsu.edu>  
To: Michelle Williams <mwilliams@uwf.edu>

Tue, Jul 30, 2019 at 9:37 AM

Dr. Williams:

I enjoyed our phone conversation and appreciate the opportunity to learn more about the proposed Master's in Intl Affairs degree at UWF. Based upon what I heard about the proposed degree at UWF, which will have an emphasis on Security Studies, I see no conflict between your degree proposal and the our existing interdisciplinary International Affair master's degree here at FSU. The intellectual foundations, coursework, and approach to these two degrees are significantly different, so there is very little risk of these programs cannibalizing each other.

Thanks for the great conversation and the best of luck with your degree proposal.

Tim

Dr. Tim Chapin

Dean, College of Social Sciences and Public Policy

Florida State University

<http://coss.fsu.edu/> @TimChapin @FSUCOSS



College of Social Sciences and Public Policy  
*Engaging Today's World, Producing Tomorrow's Leaders*

[Quoted text hidden]



Michelle Williams &lt;mwilliams@uwf.edu&gt;

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**Re: phone follow up - UWF Intl Affairs MA**

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**Lee Metcalf** <lmetcalf@fsu.edu>

Fri, Aug 2, 2019 at 2:35 PM

To: Michelle Williams &lt;mwilliams@uwf.edu&gt;

Dear Professor Williams,

I enjoyed our conversation last week about your proposed master's program. Given that your program will not be an interdisciplinary program in the same sense as ours, it seems that there will be little overlap in the content between the two. You have a ready made market in the military bases that would be unlikely to be able to attend graduate school in Tallahassee. Best of luck to you as you plan and grow this program.

Lee Metcalf  
Director  
International Affairs  
Florida State University

On Thu, Jul 25, 2019 at 8:53 AM Michelle Williams <mwilliams@uwf.edu> wrote:

Dr. Metcalf,

I appreciate your time today to talk about my department's proposal to take our current concentration track in security and diplomacy within our Political Science MA and begin to offer it as a stand alone MA program in International Affairs. You mentioned a willingness to write an email indicating that your department is supportive of our initiative. I think this would be helpful in our process ahead and I would be grateful if you would send that to me at: [mwilliams@uwf.edu](mailto:mwilliams@uwf.edu).

Best,  
Michelle

--

Michelle Hale Williams  
Professor and Chair of the Reubin O'D. Askew Department of Government  
University of West Florida



Michelle Williams &lt;mwilliams@uwf.edu&gt;

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## phone follow up

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**Smith, Daniel A** <dasmith@ufl.edu>  
To: Michelle Williams <mwilliams@uwf.edu>

Tue, Jul 30, 2019 at 8:42 AM

Hi Michelle

It was a pleasure to speak with you this morning.

The Department of Political Science at UF fully supports UWF's effort to offer a standalone MA program in International Affairs. I only see it complementing our graduate training at UF.

Sincerely,

Dan

--

daniel a. smith, ph.d.

professor & chair

department of political science

234 anderson hall | phone: 352-273-2346

po box 117325 | fax: 352-392-8127

university of florida | email: [dasmith@ufl.edu](mailto:dasmith@ufl.edu)

gainesville, fl 32611-7325 | <https://people.clas.ufl.edu/dasmith/>

twitter: [@electionsmith](https://twitter.com/electionsmith)

[Quoted text hidden]



Michelle Williams &lt;mwilliams@uwf.edu&gt;

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## phone call follow up

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**Christie, Natasha** <n.christie@unf.edu>  
To: Michelle Williams <mwilliams@uwf.edu>

Wed, Jul 31, 2019 at 11:47 AM

Hello Dr. Williams,

It was a pleasure speaking with you this morning. I am writing to express support for your proposed MA program in International Affairs. There are similarities to our program at UNF in terms of content specialization which I expected; however, your program differs in that it is not interdisciplinary but will reside within the department of political science, it focuses more on an online synchronous presence rather than face to face and is more focused on the applied side of the discipline. Furthermore, I believe UWF is ideally situated for a partnership with the military installations in its vicinity, which would provide access to practitioners to enhance the applied aspect of the program.

Please let me know if I can be of further assistance.

Best,

Natasha V. Christie, PhD  
Chair and Associate Professor  
Department of Political Science & Public Administration  
University of North Florida  
Jacksonville, FL  
(904) 620-3908



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**From:** Michelle Williams <mwilliams@uwf.edu>  
**Sent:** Wednesday, July 31, 2019 12:11 PM  
**To:** Christie, Natasha <n.christie@unf.edu>  
**Subject:** phone call follow up

Natasha,

I appreciate your time today to talk about my department's proposal to take our current concentration track in security and diplomacy within our Political Science MA and begin to offer it as a stand alone MA program in International Affairs. You mentioned a willingness to write an email indicating that your department is supportive of our initiative. I think this would be helpful in our process ahead and I would be grateful if you would send that to me at: [mwilliams@uwf.edu](mailto:mwilliams@uwf.edu).

Michelle

--

Michelle Hale Williams  
Professor and Administrative Fellow

7/31/2019

Faculty and Staff at UWF Mail - phone call follow up

Office of the Provost  
Chair of the Reubin O'D. Askew Department of Government  
University of West Florida



Michelle Williams <mwilliams@uwf.edu>

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## your MA in International Affairs

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**Tauber, Steven** <stauber@usf.edu>  
To: "mwilliams@uwf.edu" <mwilliams@uwf.edu>

Wed, Jun 26, 2019 at 5:20 PM

Dear Michelle:

It was good talking to you today. I want to follow up and confirm that my department – the School of Interdisciplinary Global Studies – heartily supports your proposal to create an MA in International Affairs at the University of West Florida.

Let me know of any questions.

Thanks

Steve

### **Dr. Steven Tauber**

Associate Professor and Director

School of Interdisciplinary Global Studies

University of South Florida

4202 E. Fowler Avenue, SOC 107

Tampa, FL 33620

813-974-2278

[stauber@usf.edu](mailto:stauber@usf.edu)

*Navigating the Jungle: Law, Politics, and the Animal Advocacy Movement*

<https://www.routledge.com/Navigating-the-Jungle-Law-Politics-and-the-Animal-Advocacy-Movement-Tauber/p/book/9781612051291>

*American Government in Black and White: Diversity and Democracy, 4<sup>th</sup> edition*

<https://global.oup.com/ushe/product/american-government-in-black-and-white-9780190928513?cc=us&lang=en&>





## Appendix F

### Letters of Support – Community

Florida West Economic Development Alliance

Okaloosa County Economic Development Council

Santa Rosa Economic Development

3 West Garden Street Suite 618 Pensacola, FL  
P.O. Box 1992 Pensacola, FL 32591  
850.898.2201



September 4, 2019

UWF Board of Trustees  
11000 University Parkway  
Pensacola, FL 32514

Dear Sir/Ma'am:

FloridaWest Economic Development Alliance is pleased to provide this letter to confirm our support of the University of West Florida's effort to establish a new graduate degree program in international affairs.

FloridaWest, an alliance of more than 100 public and private entities, is the economic development organization located in Pensacola, Florida, wholly dedicated to advancing the economic health and vitality of our region. The proposed master's degree program represents an opportunity critical to supporting FloridaWest's efforts to bridge the gap between the needs of today's businesses and the welfare of our future employees.

This master's degree program would serve Northwest Florida, an area rich with national security and military professionals. Our area's large concentration of military professionals and government contractors gives UWF a unique opportunity to recruit highly qualified adjunct instructors. Not only are these individuals able to train students in applied skills and specialized knowledge, they are also able to offer guidance in navigating the job market and develop career readiness for future jobs.

Thank you, and please contact me if I can be of further assistance.

Sincerely,

A handwritten signature in black ink, appearing to read "Scott Luth". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Scott Luth  
CEO, FloridaWest



Economic Development Council  
of Okaloosa County, Florida

September 4, 2019

UWF Board of Trustees  
11000 University Parkway  
Pensacola, FL 32514

Esteemed Trustees:

On behalf of the Economic Development Council of Okaloosa County, I wish to convey our organization's support of the proposed Master of Arts; International Affairs. With our increasingly globally connected world, the proposed M.A. – International Affairs degree is both timely and relevant. Likewise, with northwest Florida's growing global economic stature and interconnected foreign military relationships, we have no doubt that such a program will prove to be in demand both regionally and beyond.

Please let us know how we can further support UWF's efforts to offer the Master of Arts; International Affairs degree.

Sincerely,

Nathan Sparks, CEcD  
Executive Director

*The EDC is a 501(c)(6) Not-for-Profit Organization*

Post Office Box 4097, Fort Walton Beach, FL 32549  
(850) 362-6467 (800) 995-7374 toll-free [www.florida-edc.org](http://www.florida-edc.org)



September 4, 2019

Donovan C. Chau, Ph.D.  
Director, Research Engagement  
Research Administration & Engagement  
University of West Florida  
11000 University Pkwy  
Building 11, Office 110  
Pensacola, FL 32514

Dear Donovan,

Santa Rosa County Economic Development fully supports the proposal by the University of West Florida to offer a Master of Arts in International Affairs.

Our community has a need for such graduates. We have an estimated 34,000 military retirees with an additional 2,400 new retirees every year. This degree program will be a benefit to these individuals and they in turn will supply the specialized knowledge to better train students in applied skills for the current job market and for future jobs as well.

In addition, as a graduate of the University of West Florida, I understand the need for diversity of degrees offered. We are currently working with an International manufacturer and value the recruitment of companies abroad. The Santa Rosa Economic Development Office would welcome these graduates to our candidate pool.

Sincerely,



Shannon Ogletree, CEcD  
Director

Appendix G  
Examples of Active Job Postings for  
Graduates of the proposed  
M.A. in International Affairs degree program  
(USAJOBS.gov)

# Intelligence Research Specialist

DEPARTMENT OF STATE

Department of State - Agency Wide

## Open & closing dates

 10/24/2019 to 10/30/2019

## Pay scale & grade

GS 12 - 13

## Appointment type

Permanent

## Service

Competitive

## Salary

\$83,398 to \$128,920 per year

## Work schedule

Full-Time

## Locations

1 vacancy in the following location:

### Washington, DC

1 vacancy

## Relocation expenses reimbursed

No

## Telework eligible

No

## This job is open to



### The public

U.S. citizens, nationals or those who owe allegiance to the U.S.

## Announcement number

HRSC-INR-2020-0001

## Control number

549644000

## Duties

### Summary

This position is located in the Bureau of Intelligence and Research (INR/EC). The incumbent serves as an Intelligence Research Specialist (Sanctions) working on a team tasked with organizing and coordinating intelligence activities in support of State Department policy officials working on sanctions issues. Representing INR (and often the Intelligence Community) at policy discussions, organizing and often leading intelligence briefings.

## Responsibilities

- Monitors global political, social, economic, geographic, and military developments affecting the assigned specialty area.
- Coordinates efforts between intelligence agencies on sanctions issues. Provides guidance to policy making officials in interpreting and utilizing intelligence information.
- Serves as a recognized subject matter expert, briefing senior officials throughout the U.S. Government and, when necessary, foreign representatives.
- Establishes and maintains liaison with analysts and officials in other components of the intelligence community and with supported policy clients.
- At the GS-12 level, the incumbent performs essentially the same duties as outlined above. However, the scope and complexity of assignments are of less responsibility and independence and receives closer than normal supervision than the GS-13 level.

## Travel Required

Not required

## Supervisory status

No

## Promotion Potential

13

## Job family (Series)

### [0132 Intelligence](https://www.usajobs.gov/Search/?j=0132)

(<https://www.usajobs.gov/Search/?j=0132>).

## Requirements

### Conditions Of Employment

- Incumbent will be subject to random drug testing.
- Obtain/maintain eligibility to access Sensitive Compartmented Information
- U.S. Citizenship is required.
- One year probationary period, unless excepted by regulation.
- Must be able to obtain and maintain a Top Secret security clearance.
- Verification of employment eligibility in the United States is required.

### Qualifications

Applicants must meet all the required qualification requirements, including education and any selective placement factors described below by the closing date of this announcement.

If you are qualifying based on education OR if there are mandatory education requirements listed below, you MUST submit a copy of your college transcript with your application.

#### Applying for the GS-12:

Applicants must have 1 year of specialized experience equivalent to the GS-11 level in the Federal service which provided the applicant with the particular knowledge, skills and abilities to perform the duties of the position.

#### Qualifying specialized experience must demonstrate the following:

- Experience assisting with preparing and delivering substantive briefings on sanctions-specific issues to senior officials.
- Experience providing guidance to policy making officials in interpreting and applying intelligence information.

There is no substitute of education for specialized experience for the GS-12 position.



**Applying for the GS-13:**

Applicants must have 1 year of specialized experience equivalent to the GS-12 level in the Federal service which provided the applicant with the particular knowledge, skills and abilities to perform the duties of the position.

**Qualifying specialized experience must demonstrate the following:**

- Experience preparing and delivering substantive briefings on sanctions-specific issues to senior officials.
- Experience coordinating intelligence support to policy clients on priority sanctions issues including Iran, Africa (DRC, South Sudan, CAR, etc.), Russia, counter-terrorism, North Korea, and transnational sanctions regimes such as Global Magnitsky.
- Experience coordinating efforts between intelligence agencies on sanctions issues.

There is no substitute of education for specialized experience for the GS-13 position.

**Education**

See the qualifications section of this vacancy announcement for education requirements, if applicable.

**Additional information**

For reasonable accommodation at the U.S. Department of State, please contact the Office of Accessibility and Accommodations at (202) 663-3474 or ReasonableAccommodations@state.gov.

**EMPLOYMENT ELIGIBILITY VERIFICATION PROGRAM (E-Verify)** – U.S. law requires organizations to employ only individuals who may legally work in the United States - either U.S. citizens, or foreign citizens who have the necessary authorization. This agency utilizes E-Verify to compare information from the Form I-9, Employment Eligibility Verification, to data from U.S. Department of Homeland Security (DHS) and Social Security Administration (SSA) records to confirm employment eligibility. If the employee's information does not match DHS and/or SSA records, the employee is given an opportunity to resolve the problem. If eligibility cannot be verified, employment will be terminated.

**How You Will Be Evaluated**

Your application will be evaluated and rated under the Category Rating and Selection procedures. Based on your responses to the job-specific self-assessment questions, eligible candidates are placed for selection consideration into one of three pre-defined quality categories as described below:

Highly-qualified Category - In addition to meeting minimum qualifications for the position, candidates must fully demonstrate proficiency in all major aspects of the position.

Well Qualified Category - In addition to meeting minimum qualifications, candidates must demonstrate proficiency in some, but not all of the major aspects of the position.

Qualified Category - In addition to meeting minimum qualifications, applicants must demonstrate a basic level of knowledge, skill and ability of the position.

Your qualifications will be evaluated on the following knowledge, skills, abilities (KSAs) and other characteristics that are relevant to the duties of this position and must be fully supported by information in your resume:

- Knowledge of the realm of Foreign policy / international affairs.
- Ability to analyze and evaluate information derived from a variety of sources.
- Knowledge of and experience with imposing economic sanctions.
- Knowledge of, and experience with, terrorist sanctions regulations.
- Ability to establish and maintain liaison with officials throughout the national security

Your resume serves as the basis for qualification determinations and must highlight your most relevant and significant work experience and education (if applicable) as it relates to this job opportunity. Experience refers to paid and unpaid experience, including volunteer work done through National Service programs (e.g., Peace Corps, AmeriCorps) and other organizations (e.g., professional; philanthropic; religious; spiritual; community, student, social). Your resume should include the dates of all qualifying experience (from month/year to month/year) and the number of hours worked/volunteered per week. For assistance with creating a resume, please click

[here](https://help.usajobs.gov/index.php/How_to_create_your_resume)  
([https://help.usajobs.gov/index.php/How\\_to\\_create\\_your\\_resume](https://help.usajobs.gov/index.php/How_to_create_your_resume))

Application of Veterans Preference: The Category Rating Method does not add veterans' preference points or apply the "rule of three," but protects the rights of veterans by placing them ahead of non-preference eligibles within each pre-defined quality

category. Preference eligibles who meet minimum qualification requirements and who have a compensable service-connected disability of at least 10 percent (i.e., CPS and CP) must be listed in the highest quality category, except when the position being filled is scientific or professional at the GS-09 grade level or higher.

Agency Career Transition Assistance Program (CTAP) or Interagency Career Transition Assistance Program (ICTAP) candidates must be rated "Well Qualified" for the position to receive consideration for special priority.

Applicants must meet all the qualification requirements and submit any required supporting documentation by the closing date of this announcement. Your application package must contain sufficient information to make a valid determination that you fully meet the basic/specialized experience requirements as stated in this job opportunity announcement for each grade level(s) for which you are applying. Applicants found to be among the top qualified candidates will be referred to the hiring official for further consideration and possible interview.

To preview questions please [click here](#)

(<https://jobs.monstergovt.com/dos/vacancy/previewVacancyQuestions.hms?orgId=6&jnum=104474>)

## Background checks and security clearance

### Security clearance

[Top Secret](#)

(<https://www.usajobs.gov/Help/faq/job-announcement/security-clearances/>)

### Drug test required

Yes

## Required Documents

All required documents listed below, that are applicable to you, must be submitted to our automated system "Gateway to State" by 11:59 p.m. Eastern Time (ET) on the closing date of this announcement.

1. Resume - your resume or any other written format you choose should contain the required information as specified in the "How You Will Be Evaluated" section. Insufficient information will result in an ineligible rating.
2. A completed online job specific self-assessment questionnaire through the Department's automated system "Gateway to State".
3. Transcripts - if applicable, see the Qualifications section of the announcement. If selected, an official/sealed college transcript(s) will be required to verify education prior to employment.
4. If you are qualifying based on other criteria listed under the Qualification Section of this announcement, you MUST submit the required supporting documentation (certificates, certifications, etc.) with your application.
5. Veterans Preference - If claiming veteran's preference, you must indicate the type of veteran's preference you are claiming on your resume.

For 5-point veteran's preference, you must provide a copy of your DD-214 Certificate of Release or Discharge from Active Duty (Member Copy 4 is preferable) which must show the type of discharge and dates of active duty. If you are currently on active duty, you must provide a certification on letterhead from your military branch which contains your military service dates, expected date of discharge or release, and the character of service to show that your military service was performed under honorable conditions. The expected date of discharge or release must be no later than 120 days after the certification is submitted for consideration for this vacancy announcement. If the appropriate information is not submitted to confirm your current or expected discharge status, dates of service, etc., you will not receive credit for the claimed active duty military service.

For 10-point veteran's preference, in addition to the DD-214 or certification, you must also submit a current version of the [SF-15 \(Application for 10-Point Veteran Preference\)](#), dated October 2013,

([http://www.opm.gov/forms/pdf\\_fill/SF15.pdf](http://www.opm.gov/forms/pdf_fill/SF15.pdf))

and any documentation required by this form to support your claim. Previous editions of the SF-15 will not be accepted. If we cannot verify your 10-point preference status, you will receive 5-point preference if veterans' preference requirements have been met. For further information regarding Veterans, [click here](#)

(<http://www.opm.gov/veterans/html/vetguide.html>)

For Sole Survivorship preference, you must provide a copy of your DD-214 (Member Copy 4 is preferable) or another form of official documentation which shows your discharge or release from active duty occurred on or after August 29, 2008 and was based on a

sole survivorship discharge.

To gain access to your DD214 online, please visit: <http://www.archives.gov/veterans/military-service-records/get-service-records.html>

6. CTAP/ICTAP eligibles must submit a copy of the appropriate documentation with their application. See links below:

[ICTAP Considerations](#)

(<http://careers.state.gov/gateway/ictap.html>)

[CTAP Considerations](#)

(<http://careers.state.gov/gateway/ctap.html>)

### **If you are relying on your education to meet qualification requirements:**

Education must be accredited by an accrediting institution recognized by the U.S. Department of Education in order for it to be credited towards qualifications. Therefore, provide only the attendance and/or degrees from [schools accredited by accrediting institutions recognized by the U.S. Department of Education](#) (<http://www.ed.gov/admins/finaid/accred/>).

Failure to provide all of the required information as stated in this vacancy announcement may result in an ineligible rating or may affect the overall rating.

## **Benefits**

A career with the U.S. Government provides employees with a comprehensive benefits package. As a federal employee, you and your family will have access to a range of benefits that are designed to make your federal career very rewarding.

- [Benefits for federal employees](#)  
(<https://www.usa.gov/benefits-for-federal-employees#item-36407>)
- [Healthcare insurance](#)  
(<https://www.opm.gov/healthcare-insurance/>)
- [Pay and leave](#)  
(<https://www.usajobs.gov/Help/working-in-government/pay-and-leave/>)

<http://careers.state.gov/work/benefits>

Eligibility for benefits depends on the type of position you hold and whether your position is full-time, part-time, or intermittent. Contact the hiring agency for more information on the specific benefits offered.

## **How to Apply**

### **Prepare your application in USAJOBS**

To start your application, click Apply and we'll walk you through the process where you'll attach a resume and any required documents.

During the application process you can review, edit, delete, and update your information. We'll automatically save your progress as you go, so you won't lose any changes.

Please carefully read all the instructions before you apply. You have until 11:59 p.m. Eastern Time (ET) on the closing date of this announcement to complete the application process.

**STEP 1:** Select the "Apply On-line" button and follow the instructions to register or sign into USAJOBS.

**STEP 2:** Submit a detailed resume or any other written format you choose documenting your job-related qualifications, experience, and education (if applicable). Cover letter is optional. If you submit a cover letter, you must also submit a resume. Please see the How You Will Be Evaluated section for specific information that should be outlined in your resume.

**STEP 3:** Answer the job-specific self-assessment questions on-line through the U.S. Department of State's Gateway to State automated application system. The questions will be used to evaluate your qualifications and experience for this position.

**STEP 4:** Submit all required documentation applicable to you, as listed in the Required Documents section of this announcement, to the Department's Gateway to State automated application system prior to the closing date of this announcement. For instructions on how to view the status of your supporting documentation, please click

[here](#)  
(<http://careers.state.gov/work/civil-service/selection-process>)

**Technical assistance with your on-line application is available through the Help Desk at [mgshelp@monster.com](mailto:mgshelp@monster.com) or by calling (866) 656-6830 or (703) 269-4944 between the hours of 7:00 a.m. and 7:00 p.m. ET**

### ALTERNATE APPLICATION PROCEDURES

**NOTE:** If applying online poses an extreme hardship, you may request alternate application procedures to submit your application package by fax. Contact the Human Resources office listed on the announcement between the business hours of 8:15 a.m. and 5:00 p.m. ET at least 2 working days prior to the closing date of this announcement. The application package for alternate application procedures must be submitted and received in the Human Resources office no later than 11:59 p.m. ET on the closing date of this announcement. Paper applications and information sent by mail WILL NOT BE ACCEPTED.

## Agency contact information

 Stacia Butler

### Phone

[843-746-1184](tel:843-746-1184)  
(<tel:843-746-1184>)

### Fax

000-000-0000

### Email

[Butlersl@state.gov](mailto:Butlersl@state.gov)  
(<mailto:Butlersl@state.gov>)

[Learn more about this agency.](#)  
([#agency-modal-trigger](#))

## Visit our careers page

Learn more about what it's like to work at Department of State - Agency Wide, what the agency does, and about the types of careers this agency offers.

<https://careers.state.gov/>  
(<https://careers.state.gov/>)

## Next steps

After all application packages have been received, we will review your resume to ensure you meet the basic qualification requirements. After we review and evaluate all applications, the most highly qualified candidates will be referred to the hiring manager for further consideration for possible interviews in approximately two weeks after the announcement closes. After a tentative job offer, we will conduct a suitability review and/or security background investigation, which generally takes an average of at least two to six months.

You will be notified up to four times during the hiring process:

1. Upon receipt of your application.
2. Upon minimum qualification determinations.
3. After the certificate is issued.
4. After final selection is made.

For instructions on how to view the status of your application, please click [here](#)

(<http://careers.state.gov/work/civil-service/selection-process>).

Multiple positions may be filled from this announcement.

## Fair & Transparent

The Federal hiring process is setup to be fair and transparent. Please read the following guidance.

### Equal Employment Opportunity Policy

The United States Government does not discriminate in employment on the basis of race, color, religion, sex (including pregnancy and gender identity), national origin, political affiliation, sexual orientation, marital status, disability, genetic information, age, membership in an employee organization, retaliation, parental status, military service, or other non-merit factor.

- [Equal Employment Opportunity \(EEO\) for federal employees & job applicants](#)  
([http://www.eeoc.gov/eeoc/internal\\_eeo/index.cfm](http://www.eeoc.gov/eeoc/internal_eeo/index.cfm))

### Reasonable Accommodation Policy

Federal agencies must provide reasonable accommodation to applicants with disabilities where appropriate. Applicants requiring reasonable accommodation for any part of the application process should follow the instructions in the job opportunity announcement. For any part of the remaining hiring process, applicants should contact the hiring agency directly. Determinations on requests for reasonable accommodation will be made on a case-by-case basis.

A reasonable accommodation is any change in the workplace or the way things are customarily done that provides an equal employment opportunity to an individual with a disability. Under the Rehabilitation Act of 1973 the Equal Employment Opportunity Commission (EEOC) must provide reasonable accommodations:

- An applicant with a disability needs an accommodation to have an equal opportunity to apply for a job.
- An employee with a disability needs an accommodation to perform the essential job duties or to gain access to the workplace.
- An employee with a disability needs an accommodation to receive equal access to benefits, such as details, training, and office-sponsored events.
- [Disability Employment - Reasonable Accommodations](#)  
(<https://www.opm.gov/policy-data-oversight/disability-employment/reasonable-accommodations/>)
- [How to contact an agency](#)  
(<https://www.usajobs.gov/Help/how-to/application/agency/contact/>)

### Legal and regulatory guidance

#### [Financial suitability](#)

(<https://www.usajobs.gov/Help/working-in-government/fair-and-transparent/financial-suitability/>)

#### [Privacy Act](#)

(<https://www.usajobs.gov/Help/working-in-government/fair-and-transparent/privacy-act/>)

#### [Selective Service](#)

(<https://www.usajobs.gov/Help/working-in-government/fair-and-transparent/selective-service/>)

#### [Social security number request](#)

(<https://www.usajobs.gov/Help/working-in-government/fair-and-transparent/social-security-number/>)

#### [Signature & False statements](#)

(<https://www.usajobs.gov/Help/working-in-government/fair-and-transparent/signature-false-statements/>)

#### [New employee probationary period](#)

(<https://www.usajobs.gov/Help/working-in-government/fair-and-transparent/probationary-period/>)

# International Relations Specialist

Nuclear Regulatory Commission

## Open & closing dates

 10/17/2019 to 11/01/2019

## Pay scale & grade

GG 12 - 13

## Appointment type

Permanent

## Service

Excepted

## Salary

\$83,398 to \$128,920 per year

## Work schedule

Full-Time - Full Time

## Locations

1 vacancy in the following location:

### Rockville, MD

1 vacancy

## Relocation expenses reimbursed

No

## Telework eligible

Yes as determined by agency policy

## This job is open to



### Internal to an agency.

Current federal employees of this agency.

## Clarification from the agency

Applications will be accepted from internal employees of the U.S. Nuclear Regulatory Commission on permanent or competitive Term appointments.

## Announcement number

OIP-2020-0001

## Control number

548996000

## Duties

### Summary

This position is located in the Office of International Programs, International Cooperation and Assistance Branch. The supervisor is Mugeh Afshar-Tous. This position is Bargaining Unit.

This position requires occasional travel. Travel expenses associated with interview and/or relocation expenses associated with job offer may be paid.

### Responsibilities

The successful candidate will coordinate, implement, and plan technical and administrative activities for assigned countries and international organizations in support of U.S. Nuclear Regulatory Commission's (NRC) international nuclear safety cooperation and assistance activities. Recommends policies and procedures regarding specific program activities. Collaborates with other NRC offices and U.S. Government agencies for activities pertaining to international cooperative programs.

### Travel Required

Occasional travel - Occasional travel is required.

### Supervisory status

No

### Promotion Potential

13

### Job family (Series)

#### [0131 International Relations](#)

(<https://www.usajobs.gov//Search/?j=0131>).

## Requirements

### Conditions Of Employment

- This is a Drug Testing position.

You must meet the qualifications for this position by no later than 30 calendar days after the closing date of this announcement and before placement in the position.

### Qualifications

In order to qualify for this position, you must have at least one year of specialized experience at the next lower grade level in the Federal service or equivalent experience in the private or public sector. Candidates should possess **SPECIALIZED EXPERIENCE includes experience in international relations policies and procedures; demonstrated ability to establish effective work relationships for the purpose of exchanging information on technical or policy subjects; and the ability to manage projects.**

A description of how you possess the specialized experience as well as how you meet the qualifications should be addressed in your responses to the questions.

### Education

Basic Requirements: Degree: major or equivalent, or a combination of courses totaling at least 24 semester hours in international law and international relations, political science, economics, history, sociology, geography, social or cultural anthropology, law, statistics, or in the humanities; or 12 semester hours in one of the above disciplines and 12 semester hours in statistics/quantitative methods. OR Combination of education and experience--courses equivalent to a major, or a combination of related courses totaling at least 24 semester hours, in one or more of the social sciences, or in the humanities, as shown in A above, plus appropriate experience or additional education. OR Experience--four years of appropriate experience in one or more of the fields listed above in work associated with international organizations, problems, or other aspects of foreign affairs. Evaluation of Experience: Qualifying experience that provided an intimate knowledge of a foreign country or geographic area may have been gained through residence, study, teaching, business or commercial activities, military service, newspaper work, military or civil government activities, missionary or inter-national relief work, or other experience in foreign countries. It may also have been gained through teaching college-level courses in international relations or problems associated with a specific foreign geographic area. To qualify for positions at grades GS-12 and above on the basis of experience, this experience must have included either (a) responsibility for the direction and coordination of research, analysis, or other professional work in one or more of the fields listed in A above, or (b) specialized professional work involving a high level of difficulty and responsibility in one or more of these fields.

## Additional information

### How You Will Be Evaluated

When the application process is complete, your application will be reviewed to determine if you meet the job requirements. You will be rated based on the information provided in your resume and responses to all vacancy questions to determine your level of knowledge, skill and ability related to the job requirements. If you are among the top candidates for this position, your application will be referred to the hiring manager.

Your resume is the key means we have for evaluating your skills, knowledge, and abilities as they relate to this position. Therefore, we encourage you to submit a thorough resume that directly relates to this position.

To preview questions please [click here](#)

(<https://jobs.monstergovt.com/nrc/vacancy/previewVacancyQuestions.hms?orgId=3&jnum=35160>)

### Background checks and security clearance

#### Security clearance

[Access Authorization](#)

(<https://www.usajobs.gov/Help/faq/job-announcement/security-clearances/>)

#### Drug test required

Yes

## Required Documents

As a NRC employee you are required to submit your most recent Rating of Record (Performance Appraisal) or a statement saying that one is not available. You may do so either electronically, following the instructions below, or by sending one copy by mail to:

Lisa Feizollahi, HR Specialist  
Mail Stop 2WFN 2-A77

All supplemental documents can now be collected electronically and should be submitted before the closing date of this vacancy announcement. You have three choices for submitting your supplemental documents:

1. Use the "USAJOBS" feature to download documents from your USAJOBS portfolio; or
2. use the "Upload" feature to upload documents directly from your computer. The following types of documents can be uploaded: .gif, .jpeg, .png, .rtf, .pdf, and .doc; or
3. use the "Fax" feature to print the Fax Cover Sheet and fax it, along with your supplemental documents to 1-571-258-4052.

### If you are relying on your education to meet qualification requirements:

Education must be accredited by an accrediting institution recognized by the U.S. Department of Education in order for it to be credited towards qualifications. Therefore, provide only the attendance and/or degrees from [schools accredited by accrediting institutions recognized by the U.S. Department of Education](#)  
(<http://www.ed.gov/admins/finaid/accred/>)

Failure to provide all of the required information as stated in this vacancy announcement may result in an ineligible rating or may affect the overall rating.

## Benefits

A career with the U.S. Government provides employees with a comprehensive benefits package. As a federal employee, you and your family will have access to a range of benefits that are designed to make your federal career very rewarding.

- [Benefits for federal employees](#)  
(<https://www.usa.gov/benefits-for-federal-employees#item-36407>)
- [Healthcare insurance](#)  
(<https://www.opm.gov/healthcare-insurance/>)
- [Pay and leave](#)  
(<https://www.usajobs.gov/Help/working-in-government/pay-and-leave/>)



As an NRC employee you will enjoy excellent Federal Benefits, including: comprehensive health and life insurance plans; Flexible Spending Account Program for health and dependent care; Long Term Care Insurance; Dental and Vision Insurance; retirement savings and investment plan similar to 401(k) (Thrift Savings Plan); annual (vacation) and paid sick leave; family friendly leave policies; 10 paid holidays per year; transit benefits. This link provides an overview of the benefits currently offered to Federal employees. [https://help.usajobs.gov/index.php/Pay\\_and\\_Benefits](https://help.usajobs.gov/index.php/Pay_and_Benefits).

Eligibility for benefits depends on the type of position you hold and whether your position is full-time, part-time, or intermittent. Contact the hiring agency for more information on the specific benefits offered.

## How to Apply

We strongly encourage you to read the entire announcement before you submit your application for this position.

Your application for this vacancy must be received online via the USAJOBS application system BEFORE 11:59 pm Eastern Time on the closing date of this announcement. If you fail to submit a complete online application, you will not be considered for this position.

The NRC requires that applicants submit resumes built using the USAJOBS Resume Builder tool. The Resume Builder tool is activated upon selecting "Build New Resume" under the "Resumes" section of your USAJOBS account.

Resumes uploaded to your USAJOBS jobseeker account that have not been built using the USAJOBS Resume Builder tool WILL NOT be accepted and you WILL NOT be allowed to further advance through the NRC application process.

To ensure you are using the correct resume type when applying to our vacancies, please make sure that the resume you are using during the application process is listed with a format type of "USAJOBS Resume" and a source type of "Built with USAJOBS Resume Builder. Verifying this information on your USAJOBS resume before applying will ensure the successful submission of your application to the NRC job vacancy.

Paper applications will not be accepted unless hardship circumstances can be demonstrated. Requests for extensions WILL NOT be granted. If applying online poses a hardship for you, the Human Resources Specialist listed on the announcement will provide assistance to ensure that applications are submitted online by the closing date. Applicants must contact the Human Resources Specialist during business hours BEFORE the closing date of the announcement and speak to someone who can provide assistance for your online submission.

You must answer any job specific vacancy questions. You will be rated based on your responses to all vacancy questions and especially the information provided in your resume. Breadth, recency, and length of experience in the field; training, awards, and commendations; past and current performance; and community or outside professional activities will be considered to determine your level of knowledge, skill or ability for this position. Abbreviated responses to the vacancy questions, such as "significant experience" or "see resume" do not provide enough information and should not be used. You will not be considered for this position if you leave any of the vacancy questions unanswered.

To begin the application process, select the "Apply On-line" button to the right on this screen. Then follow the prompts to login/register, submit all required supplemental documents, and complete the application process.

### Agency contact information

 Lisa Feizollahi

#### Phone

[301-287-0664](tel:301-287-0664)  
(tel:301-287-0664)

#### TDD

240-428-3217

#### Fax

000-000-0000

#### Email

#### Address

NUCLEAR REGULATORY COMMISSION  
US Nuclear Regulatory Commission  
Office of the Chief Human Capital Officer  
Attn: Lisa Feizollahi  
Rockville, Maryland 20852  
United States

[lisa.feizollahi@nrc.gov](mailto:lisa.feizollahi@nrc.gov)  
(mailto:lisa.feizollahi@nrc.gov)

[Learn more about this agency.](#)  
(#agency-modal-trigger)

The U.S. Nuclear Regulatory Commission (NRC) is proud to be ranked as a BEST Place to Work in the Federal Government. We've earned our top ratings by creating a work environment rich in opportunity, diversity, leadership training, teamwork, and work life balance. Help guide our nation into the next generation of nuclear safety! Begin a challenging career with the U.S. Nuclear Regulatory Commission where you can be part of a select group of professionals who protect people and the environment with the peaceful use of nuclear materials in medicine, industry and research. To find out more about the NRC, we invite you to visit us on the web at [www.nrc.gov](http://www.nrc.gov).

## Next steps

You may check the status of your application at any time after the announcement closes by logging onto USAJOBS and selecting "Application Status."

## Fair & Transparent

The Federal hiring process is setup to be fair and transparent. Please read the following guidance.

### Equal Employment Opportunity Policy

The United States Government does not discriminate in employment on the basis of race, color, religion, sex (including pregnancy And gender identity), national origin, political affiliation, sexual orientation, marital status, disability, genetic information, age, membership in an employee organization, retaliation, parental status, military service, or other non-merit factor.

- [Equal Employment Opportunity \(EEO\) for federal employees & job applicants](http://www.eeoc.gov/eeoc/internal_eeo/index.cfm)  
([http://www.eeoc.gov/eeoc/internal\\_eeo/index.cfm](http://www.eeoc.gov/eeoc/internal_eeo/index.cfm))

### Reasonable Accommodation Policy

Federal agencies must provide reasonable accommodation to applicants with disabilities where appropriate. Applicants requiring reasonable accommodation for any part of the application process should follow the instructions in the job opportunity announcement. For any part of the remaining hiring process, applicants should contact the hiring agency directly. Determinations on requests for reasonable accommodation will be made on a case-by-case basis.

A reasonable accommodation is any change in the workplace or the way things are customarily done that provides an equal employment opportunity to an individual with a disability. Under the Rehabilitation Act of 1973 the Equal Employment Opportunity Commission (EEOC) must provide reasonable accommodations:

- An applicant with a disability needs an accommodation to have an equal opportunity to apply for a job.
- An employee with a disability needs an accommodation to perform the essential job duties or to gain access to the workplace.
- An employee with a disability needs an accommodation to receive equal access to benefits, such as details, training, and office-sponsored events.
- [Disability Employment - Reasonable Accommodations](https://www.opm.gov/policy-data-oversight/disability-employment/reasonable-accommodations/)  
(<https://www.opm.gov/policy-data-oversight/disability-employment/reasonable-accommodations/>)
- [How to contact an agency](https://www.usajobs.gov/Help/how-to/application/agency/contact/)  
(<https://www.usajobs.gov/Help/how-to/application/agency/contact/>)

## Legal and regulatory guidance

[Financial suitability](https://www.usajobs.gov/Help/working-in-government/fair-and-transparent/financial-suitability/)  
(<https://www.usajobs.gov/Help/working-in-government/fair-and-transparent/financial-suitability/>)

[Privacy Act](https://www.usajobs.gov/Help/working-in-government/fair-and-transparent/privacy-act/)  
(<https://www.usajobs.gov/Help/working-in-government/fair-and-transparent/privacy-act/>)

[Selective Service](#)

[Social security number request](https://www.usajobs.gov/Help/working-in-government/fair-and-transparent/social-security-number/)  
(<https://www.usajobs.gov/Help/working-in-government/fair-and-transparent/social-security-number/>)

[Signature & False statements](https://www.usajobs.gov/Help/working-in-government/fair-and-transparent/signature-false-statements/)  
(<https://www.usajobs.gov/Help/working-in-government/fair-and-transparent/signature-false-statements/>)

[New employee probationary period](#)

10/29/2019

USAJOBS - Job Announcement

<https://www.usajobs.gov/Help/working-in-government/fair-and-transparent/selective-service/>

<https://www.usajobs.gov/Help/working-in-government/fair-and-transparent/probationary-period/>

# Policy Analyst

DEPARTMENT OF THE INTERIOR

Office of the Secretary of the Interior

## Open & closing dates

 10/29/2019 to 11/04/2019

This job will close when we have received **75 applications** which may be sooner than the closing date. [Learn more](#)

(<https://www.usajobs.gov/Help/how-to/job-announcement/closing-types/#applicant-cut-off>).

## Service

Competitive

## Pay scale & grade

GS 15

## Salary

\$123,863 to \$161,021 per year

## Appointment type

Permanent

## Work schedule

Full-Time

## Locations

1 vacancy in the following location:

### Albuquerque, NM

1 vacancy

## Relocation expenses reimbursed

No

## Telework eligible

Yes as determined by agency policy

## This job is open to



### [Federal employees - Competitive service](#)

Current or former competitive service federal employees.



### [Military spouses](#)



### [The public](#)

U.S. citizens, nationals or those who owe allegiance to the U.S.



### [Veterans](#)

## Clarification from the agency

This position is open to all US Citizens.

### Announcement number

OS-1000-19-IB-166(DEU)

### Control number

547911000

## Duties

### Summary

**This vacancy may be used to fill additional positions as vacancies become available.**

### Responsibilities

This position is located in the Office of Indian Water Rights, Office of the Secretary (OIWR), Albuquerque, New Mexico.

The position reports to the Director, OIWR and the incumbent plans, manages and implements major segments of the Indian water right settlement program. This position is located in the Office of Indian Water Rights, Office of the Secretary (OIWR), Albuquerque, New Mexico.

**At the full performance level (GS-15) the major duties of this position include, but are not limited to the following:**

1. Conducts research and analyses on complex issues related to Indian, western states and Reclamation water law and the policies of the Department relating to Indian water rights matters.
2. A technical and legal authority regarding water law, specifically, Indian, western states and Reclamation water law and has a background in Federal Policy on Indian water rights settlements.
3. Represents the Secretary's Office on major initiatives involving Indian water rights and policy objectives regarding the expansion and reformation of program activities; coordinates among Bureau offices and helps direct the development of policy recommendations.
4. Provides expert policy guidance and advice on a wide range of complex and sensitive topics relating to Indian water rights settlements, trust responsibilities, tribal self-determination, and self-governance agreements.

**Telework:** The Office of the Secretary has determined that the duties of this position are suitable for telework and the selectee may be allowed to telework with supervisor approval.

**Salary Information: \$123,863-\$161,021 per annum. First time hires to the federal government typically start at the beginning salary in the range for their respective grade level.**

Travel, transportation, and relocation expenses **will not be paid**. All travel, transportation, and relocation expenses associated with reporting for duty in this position will be the sole responsibility of the selected employee.

**Security Clearance Required:** You will be required to obtain and maintain a Public Trust Background Investigation if you are selected and hired for this position.

**\*\*\*NOTE: This vacancy is limited to the first 75 applications received and will close at midnight Eastern Time on the day this application limit is reached regardless of the closing date specified in this vacancy announcement. Any application received prior to midnight Eastern Time of the day the application limit is reached will be accepted and considered. You are strongly encouraged to submit all required supporting documents at the time of application should the vacancy close earlier than stated in this announcement due to the applicant limit being reached. Supporting documents will not be accepted once the vacancy announcement closes.**

**This is a permanent career/career conditional appointment.**

### Travel Required

Occasional travel - Travel may be required 1-5 nights per month.

**Supervisory status**

No

**Promotion Potential**

15

**Job family (Series)****[0301 Miscellaneous Administration And Program](https://www.usajobs.gov/Search/?j=0301)**[. \(https://www.usajobs.gov/Search/?j=0301\)](https://www.usajobs.gov/Search/?j=0301)**Requirements****Conditions Of Employment**

- You will be subject to a background/suitability investigation/determination
- You will be required to have federal payments made by Direct Deposit.
- You must submit ALL required documents and a completed questionnaire.
- You must be a U.S. Citizen.

**Selective Service:** If you are a male applicant born after December 31, 1959, you must certify that you have registered with the Selective Service system, or are exempt from having to do so under the Selective Service Law. See <http://www.sss.gov/> (<http://www.sss.gov/>).

**Qualifications****Minimum Qualification Requirements:**

To qualify for this position you must meet the Specialized Experience for the series to which you are applying.

**Specialized Experience:**

To qualify for the **GS-13**, you must possess at least one full year of specialized experience equivalent to the **GS-12** level in the Federal service, or comparable experience not gained through Federal service. Specialized experience is experience that equipped the applicant with the particular knowledge, skills, and abilities to perform successfully the duties of the position, and that is in or related to the work of the position to be filled. Specialized experience is defined as demonstrated experience: **1.** applying water law and Indian water law to plan, manage and implement major segments of the Indian water right settlement program; **2.** Technical and legal authority regarding reclamation laws and regulations; **3.** Provide policy guidance and advice to Senior officials and staff on complex and sensitive topics relating to applying Federal Indian Law and Policy; **4.** Plan, oversee, coordinate, implement, and evaluate programs involving the negotiation and settlement of Indian water rights claims; **5.** Conduct meetings focused on negotiations with Tribal Communities and leadership regarding the settlement of Indian water rights; drafts and reviews agreements, compacts and other related agreements to assure consistency with department policies in a wide variety of subjects.

**\*\*Applicants must meet ALL 5 of the specialized experience statements.\*\***

**Additional information on the qualification requirements is outlined in the OPM Qualification Standards Handbook of General Schedule Positions and is available at OPM's website: <https://www.opm.gov/qualifications/standards/indexes/num-ndx.asp>** (<https://www.opm.gov/qualifications/standards/indexes/num-ndx.asp>)

All qualification requirements must be met by the closing date of this announcement.

**Education**

N/A

**Additional information**

Applicants who include vulgar, offensive, or inappropriate language or information in their application package will be ineligible for further consideration for this position.

Identification of promotion potential in this announcement does not constitute a commitment or an obligation on the part of management to promote the employee selected at some future date. Promotion will depend upon administrative approval and the continuing need for and performance of higher-level duties.

The application contains information subject to the Privacy Act (P.L. 93-579, 5 USC 552a). The information is used to determine qualifications for employment, and is authorized under Title 5, USC, Section 3302 and 3361.

**Important Note:** All Department of the Interior (DOI) employees are subject to the conflict of interest restrictions imposed upon all employees of the Executive Branch of the Federal Government and may be required to file a Financial Disclosure Report. In addition, DOI employees, GS-15 and above, who work in the Office of the Secretary; along with the Bureau of Ocean Energy Management (BOEM) and the Bureau of Safety and Environmental Enforcement (BSEE) employees (at ALL grade levels), are further restricted concerning their interests in Federal lands and resources administered or controlled by the Department of the Interior. This includes holding stock in energy corporations which lease Federal lands (e.g.: oil, gas, coal, alternative energy resources, etc.). If you have any such investments you should contact the DOI, BOEM or BSEE Ethics Office before accepting employment. DOI employees are held to the highest level of integrity. Employees must be objective and impartial in the performance of their work. All potential issues (e.g.: work-related interactions with friends, family members, or previous employers) must be disclosed at the time of application or during the interview process.

NOTICE: This employer participates in E-Verify and will utilize your Form I-9 information to confirm you are authorized to work in the U.S.

A preliminary background check must be completed before a new employee can begin work with the U.S. Department of the Interior. The preliminary background check consists of a search of Office of Personnel Management and Department of Defense background investigation files and an FBI National Criminal History Fingerprint Check; it may take up to 3 weeks to complete. If selected for this position, you will be extended a tentative offer of employment pending a satisfactory background check. Current Federal employees or individuals with an existing completed background investigation may not be required to undergo another background check; these will be handled on a case-by-case basis in coordination with the Bureau security office.

## How You Will Be Evaluated

Once the application process is complete, we will review your application to ensure you meet the job requirements. To determine if you are qualified for this job, a review of your resume, supporting documentation and responses to the online questionnaire will be made. Your responses to the online assessment will be used to measure the degree to which your background matches the requirements for this position. You are being evaluated under the Category Rating method, which means, if you are determined to be qualified you will be placed in one of three pre-defined categories. These categories are "Platinum", "Gold", and "Silver". However, your resume must support your responses to the scored occupational questionnaire, or your score may be lowered. Candidates placed in the "Platinum" category will be identified for referral to the hiring manager and may be invited for an interview. Veterans' preference rules for category rating will be applied.

Your answers to the on-line assessment will be used to evaluate your competencies in the following areas:

1. **Policy** - Knowledge of the principles of water law with emphasis on Indian water rights, western states and Reclamation water law.
2. **Tribal Relations** - Knowledge and understanding of Federal-tribal relations, as influenced by the Constitution, treaties, statutes, executive orders, court decisions, and administrative actions.
3. **Written Communication** - Ability to prepare briefing papers, information documents and issue papers, to advise the Secretary and senior officials on a wide range of complex and sensitive topics relating to Indian water rights settlements.
4. **Influencing/Negotiating** - Ability to establish, and maintain successful professional relationships with senior-level U.S. Officials. Mastery of the principles of negotiation and how they work in relationship to complicated water rights issues

If you are a status applicant (current career or career-conditional Federal employee or former permanent Federal employee with reinstatement eligibility in the competitive service), or are eligible under a special appointing authority and you are selected under this vacancy, you may be subject to serving a new one-year probationary period.

To preview questions please [click here](#)

(<https://jobs.monstergovt.com/bsee/vacancy/previewVacancyQuestions.hms?orgId=2&jnum=3027>)

## Background checks and security clearance

### Security clearance

[Other](#)

(<https://www.usajobs.gov/Help/faq/job-announcement/security-clearances/>)

### Drug test required

No

## Required Documents

Your resume must contain information sufficient to make a valid determination that you fully meet the specialized experience requirements as stated in this vacancy announcement and OPM qualification standards for each grade level(s) for which you are applying. It is strongly recommended that you use the USAJobs Resume Builder as it was designed to ensure that your resume includes the standard information needed. The Resume Builder is available at [https://help.usajobs.gov/index.php/How\\_to\\_create\\_your\\_resume](https://help.usajobs.gov/index.php/How_to_create_your_resume) ([https://help.usajobs.gov/index.php/How\\_to\\_create\\_your\\_resume](https://help.usajobs.gov/index.php/How_to_create_your_resume)).

Your application package must include: (1) Resume showing relevant experience as written in your own words; (2) Completed online Assessment Questionnaire; (3) College transcript (if applicable) for verification of qualifying education. Unofficial transcripts are acceptable; (4) Certificates, license, etc. (if applicable); (5) Form DD-214 OR VA letter and Standard Form 15 (if applicable).

NOTE: Applicants claiming veterans preference (TP, CP, CPS) must submit a copy of your DD-214, "Certificate of Release or Discharge from Active Duty," (Member 4 copy is preferred), showing the dates of active duty, type of discharge, and character of service (must be honorable); OR acceptable proof of verification of your preference (i.e., official document, dated 1991 or later, from the Department of Veterans Affairs, or from a branch of the Armed Forces, certifying that the veterans total combined serviced-connected disability rating is 10% or more).

You will find additional information on the following topics: (1) e-Verify; (2) Selective Service; (3) CTAP/ICTAP; (4) Education – accreditation; (5) Foreign education; (6) Veterans preference; (7) Special appointing authority documentation; and more can be found on our web site: <https://www.bsee.gov/careers/usajobs-assistance> (<https://www.bsee.gov/careers/usajobs-assistance>) OR <http://www.boem.gov/USAJobs-Assistance/> (<http://www.boem.gov/USAJobs-Assistance/>).

If you are claiming CTAP/ICTAP eligibility, you must submit proof by the closing date of the announcement that you meet the requirements of 5 CFR 330.605(a) for CTAP and 5 CFR 330.704 for ICTAP or you will not receive priority consideration. The proof includes a copy of the agency notice, your most recent Performance Rating, and your most recent SF-50 noting current position, grade level, and duty station. To be considered well-qualified and exercise selection priority for this vacancy, you must earn a minimum score of 85 or above (prior to the assignment of veteran's preference) on the rating criteria for this position.

### **If you are relying on your education to meet qualification requirements:**

Education must be accredited by an accrediting institution recognized by the U.S. Department of Education in order for it to be credited towards qualifications. Therefore, provide only the attendance and/or degrees from [schools accredited by accrediting institutions recognized by the U.S. Department of Education](http://www.ed.gov/admins/finaid/accred/) (<http://www.ed.gov/admins/finaid/accred/>).

Failure to provide all of the required information as stated in this vacancy announcement may result in an ineligible rating or may affect the overall rating.

## **Benefits**

A career with the U.S. Government provides employees with a comprehensive benefits package. As a federal employee, you and your family will have access to a range of benefits that are designed to make your federal career very rewarding.

- [Benefits for federal employees](https://www.usa.gov/benefits-for-federal-employees#item-36407) (<https://www.usa.gov/benefits-for-federal-employees#item-36407>)
- [Healthcare insurance](https://www.opm.gov/healthcare-insurance/) (<https://www.opm.gov/healthcare-insurance/>)
- [Pay and leave](https://www.usajobs.gov/Help/working-in-government/pay-and-leave/) (<https://www.usajobs.gov/Help/working-in-government/pay-and-leave/>)

<https://www.opm.gov/policy-data-oversight/pandemic-information/benefits/#url=Overview>.

Eligibility for benefits depends on the type of position you hold and whether your position is full-time, part-time, or intermittent. Contact the hiring agency for more information on the specific benefits offered.

## **How to Apply**



Your complete application, including required documents, must be received by 11:59 p.m. Eastern Time (ET) on the closing date of this announcement.

To apply on-line, you must complete and submit an application by accessing the USAJOBS website at [www.usajobs.gov](http://www.usajobs.gov) (<http://www.usajobs.gov/>).

To begin, click the Apply Online button near the bottom of this screen and follow the prompts to register into your USAJOBS account, answer the questions, and submit all required documents.

To return to your saved application, log in to your USAJOBS account at [www.usajobs.gov](http://www.usajobs.gov) (<http://www.usajobs.gov/>).

and click on "Application Status." Click on the position title, and then select Apply Online to continue.

If you have problems completing your on-line application, including problems submitting your supporting documents, please contact the Monster Help Desk by e-mail at [mgshep@monster.com](mailto:mgshep@monster.com) (<mailto:mgshep@monster.com>) or by phone at 866-656-6831. The help desk is available Monday–Friday, 7:00 a.m. to 7:00 p.m. ET.

## Agency contact information

 Human Resources Assistant

### Phone

[703-787-1446](tel:703-787-1446)  
(<tel:703-787-1446>)

### Fax

000-000-0000

### Email

[Human.Resources7@bsee.gov](mailto:Human.Resources7@bsee.gov)  
(<mailto:Human.Resources7@bsee.gov>)

[Learn more about this agency.](#)  
([#agency-modal-trigger](#))

The Department of the Interior protects and manages the Nation's natural resources and cultural heritage; provides scientific and other information about those resources; and honors its trust responsibilities or special commitments to American Indians, Alaska Natives, and affiliated island communities.

## Next steps

You can track the progress of your application package via your USAJobs account. You will receive an acknowledgment from USAJobs that your submission was successful, once we have received your on-line assessment questionnaire, resume and any supporting documentation. You will be notified of the status of your application via your USAJobs account after we conduct a qualification review of your complete application package. You will be contacted if further evaluation or interviews are required. Any exaggeration of your experience, false statements, or attempt to conceal information may disqualify you for employment consideration. We may verify all information you provide in your resume and questionnaire responses, through reference and/or background checks, and/or verification of your education. If you are selected, you will be contacted personally by the Human Resources Office posting this announcement.

## Fair & Transparent

The Federal hiring process is setup to be fair and transparent. Please read the following guidance.

### Equal Employment Opportunity Policy

The United States Government does not discriminate in employment on the basis of race, color, religion, sex (including pregnancy and gender identity), national origin, political affiliation, sexual orientation, marital status, disability, genetic information, age, membership in an employee organization, retaliation, parental status, military service, or other non-merit factor.

- [Equal Employment Opportunity \(EEO\) for federal employees & job applicants](http://www.eeoc.gov/eeoc/internal_eeo/index.cfm)  
([http://www.eeoc.gov/eeoc/internal\\_eeo/index.cfm](http://www.eeoc.gov/eeoc/internal_eeo/index.cfm)).

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A reasonable accommodation is any change in the workplace or the way things are customarily done that provides an equal employment opportunity to an individual with a disability. Under the Rehabilitation Act of 1973 the Equal Employment Opportunity Commission (EEOC) must provide reasonable accommodations:

- An applicant with a disability needs an accommodation to have an equal opportunity to apply for a job.
- An employee with a disability needs an accommodation to perform the essential job duties or to gain access to the workplace.
- An employee with a disability needs an accommodation to receive equal access to benefits, such as details, training, and office-sponsored events.
- [Disability Employment - Reasonable Accommodations](https://www.opm.gov/policy-data-oversight/disability-employment/reasonable-accommodations/)  
(<https://www.opm.gov/policy-data-oversight/disability-employment/reasonable-accommodations/>).
- [How to contact an agency](https://www.usajobs.gov/Help/how-to/application/agency/contact/)  
(<https://www.usajobs.gov/Help/how-to/application/agency/contact/>).

## Legal and regulatory guidance

### [Financial suitability](https://www.usajobs.gov/Help/working-in-government/fair-and-transparent/financial-suitability/)

(<https://www.usajobs.gov/Help/working-in-government/fair-and-transparent/financial-suitability/>).

### [Social security number request](https://www.usajobs.gov/Help/working-in-government/fair-and-transparent/social-security-number/)

(<https://www.usajobs.gov/Help/working-in-government/fair-and-transparent/social-security-number/>).

### [Privacy Act](https://www.usajobs.gov/Help/working-in-government/fair-and-transparent/privacy-act/)

(<https://www.usajobs.gov/Help/working-in-government/fair-and-transparent/privacy-act/>).

### [Signature & False statements](https://www.usajobs.gov/Help/working-in-government/fair-and-transparent/signature-false-statements/)

(<https://www.usajobs.gov/Help/working-in-government/fair-and-transparent/signature-false-statements/>).

### [Selective Service](https://www.usajobs.gov/Help/working-in-government/fair-and-transparent/selective-service/)

(<https://www.usajobs.gov/Help/working-in-government/fair-and-transparent/selective-service/>).

### [New employee probationary period](https://www.usajobs.gov/Help/working-in-government/fair-and-transparent/probationary-period/)

(<https://www.usajobs.gov/Help/working-in-government/fair-and-transparent/probationary-period/>).

Appendix H  
Curriculum Vitae

# Adam F. Cayton

*Curriculum Vitae*

Last updated August 2019

## Contact Information

Department of Government  
University of West Florida  
11000 University Parkway 50/124  
Pensacola, FL 32514  
Email: [acayton@uwf.edu](mailto:acayton@uwf.edu)

## Education

2016: Ph.D. University of Colorado Boulder, Political Science  
Fields: American Politics, Research Methodology  
Dissertation: "Local Economies and National Politics: How Congress Responds to Economic Crisis"  
Committee: E. Scott Adler (chair), John D. Griffin, Jeffrey Harden, Jennifer Wolak, and Peter Hanson.

2012: M.A. University of Colorado Boulder, Political Science

2009: B.A. University of North Carolina at Asheville, Political Science and Spanish *magna cum laude*

## Employment

Fall 2016-present: Assistant Professor of Government, University of West Florida

## Peer-Reviewed Publications

Adler, E. Scott, Adam F. Cayton, and John D. Griffin. 2018. "Representation When Constituent Opinion and District Conditions Collide." *Political Research Quarterly* 71(3): 681-694

Cayton, Adam F. 2017. "Consistency vs. Responsiveness: Do Members of Congress Change Positions on Specific Issues in Response to Their Constituencies?" *Political Research Quarterly* 70(1): 3-18.

Cayton, Adam F. 2016. "Why Are Some Institutions Replaced while Others Persist? Evidence from State Constitutions." *State Politics & Policy Quarterly*, 16(3): 267-289.

## Other Publications

Cayton, Adam. 2019. "Refocusing on Policy Dynamics." *The American Congress: A Reference Handbook*. Sara L. Hagedorn and Michael C. LeMay (eds.). Santa Barbara, CA: ABC-CLIO

Cayton, Adam. Forthcoming. "Review of *Indecisiveness in American Legislatures* by Jeffrey J. Harden and Justin H. Kirkland." *Political Science Quarterly*.

## Grants and Awards

2018: Askew Department of Government Faculty Fellow, \$7,140  
2017: University of West Florida Research Pilot Grant, \$25,000

2015: University of Colorado Summer Dissertation Fellowship, \$6,000  
2015: Political Science Graduate Research Grant, University of Colorado, \$5,000  
2014: Political Science Summer Research Grant, University of Colorado, \$2,500  
2013: Political Science Summer Research Grant, University of Colorado, \$1,770  
2011: Political Science Summer Research Grant, University of Colorado, \$2,500  
2009: Senior Scholarship Award in Political Science from UNC-Asheville  
Department of Political Science.  
2009: Renee Lawrence Little Book Award from UNC-Asheville Spanish  
Department

## Working Papers

“Shelter in A Storm: Campaign Fundraising and the Changing Nature of Congressional Committees.”  
with E. Scott Adler. *Under Review*

“Action as Ideology in Legislative Bills.” *Under Review*

“Incorrect Voting in Congress” with Ryan C. Dawkins

“Who Responds to Economic Crisis and How?”

“Office Space: A Geo-Spatial Analysis of the Effects of Field Offices on Voter Turnout” with Kristin Allen,  
Seth Masket, Scott Minkoff, and Anand Sokhey.

“Survival in a Policy Niche: Isomorphism and Partitioning in Interest Group Exchange Networks.”

## Research Interests

Representation, Legislative Institutions, Policy Change, Congress, Political Parties and Interest  
Groups, Theories of Institutions, Campaigns and Elections.

## Teaching Interests

Introduction to American Politics, American Political Institutions, Legislative Politics, Research  
Methodology and Statistical Analysis, Political Parties and Interest Groups, Campaigns and Elections,  
The Presidency, American Political Development, Southern Politics, Race and American Politics,  
State and Local Politics

## Teaching Experience

Undergraduate:

Introduction to American Politics  
Research Methods  
Campaigns and Elections (mixed graduate/undergraduate)  
Legislative Process (mixed graduate/undergraduate)  
Political Parties and Interest Groups

Graduate:

American Politics Core Seminar

## Conference Presentations

“Explaining the Policy Tools Included in Legislation” Adam F. Cayton. Presented at the Midwestern Political Science Association annual meeting. Chicago, IL 2018.

“Party vs. Pork: Have Nationalized Congressional Elections Made Voters Less Likely to Reward Members for Distributive Spending?” Adam F. Cayton and Christopher P. Donnelly. Presented at the Midwestern Political Science Association annual meeting. Chicago, IL 2018.

“How Does District Complexity Affect Policy Representation?” Adam Cayton. Presented at the American Political Science Association annual meeting. San Francisco, CA. 2017.

“Who Responds to Economic Crisis? Bill Sponsorship in Response to the Great Recession.” Adam Cayton. Presented at the Midwestern Political Science Association annual meeting. Chicago, IL. 2016.

“Protecting the Vulnerable? The State of House Committee Assignments.” E. Scott Adler, and Adam Cayton. Presented at the American Political Science Association annual meeting, San Francisco CA, 2015.

“Contextual Influences on Lawmakers’ Response to Economic Crisis.” Adam Cayton. Presented at the Midwestern Political Science Association annual meeting. Chicago, IL. 2015.

“Which Way Do Lawmakers Go When District Opinion and Conditions Diverge?” E. Scott Adler, Adam Cayton, and John Griffin. Presented at the Midwestern Political Science Association annual meeting. Chicago, IL, 2015.

“Office Space: A Geo-Spatial Analysis of the Effects of Field Offices on Voter Turnout.” Kristen Allen, Adam Cayton, Seth Masket, Scott Minkoff, and Anand Sokhey. Presented at the American Political Science Association annual meeting, Washington D.C., 2014.

“Which Way Do Lawmakers Go When District Opinion and Conditions Diverge?” E. Scott Adler, Adam Cayton, and John Griffin. Presented at the American Political Science Association annual meeting, Washington, D.C., 2014.

“Office Space: A Geo-Spatial Analysis of the Effects of Field Offices on Voter Turnout.” Kristen Allen, Adam Cayton, Seth Masket, Scott Minkoff, and Anand Sokhey. Presented at the Midwestern Political Science Association annual meeting, Chicago, IL, 2014.

“Representatives’ Responsiveness to Local Economic Conditions: Balancing the Party, Constituency and Political Environment.” Adam Cayton. Presented at the Midwestern Political Science Association annual meeting, Chicago, IL, 2013.

“Legislative Productivity and Post Passage Institutions in the States.” Adam Cayton, Josh Ryan and Annie Miller. Presented at the Midwestern Political Science Association annual meeting, Chicago, IL, 2012.

## Other Conference Participation

Chair and Discussant. MPSA 2018

Chair and Discussant. MPSA. 2017

Discussant. MPSA 2015

## Methodological Training

Skills: Statistics, Spatial Statistics, Geographic Information Systems, Survey Design, Network Analysis.

## University Service

University of West Florida

Student Conduct Committee

Student Fees Committee

Pi Sigma Alpha faculty adviser (Rho Pi Chapter)

CU-Boulder

Fall 2014: Graduate Representative, American Politics Search Committee

2011 – 2014: Graduate Student Mentor

Summer 2012: Assistant, 5<sup>th</sup> Political Networks Section of the American Political Science Association (POLNET), annual meeting, Boulder, CO.

2011 – 2012: Vice President - Graduates in Political Science (GIPS)

## Professional Service

Reviewer

*Journal of Politics, Political Research Quarterly, American Politics Research, Politics and Religion, Policy Studies Journal, Political Science Quarterly, State Politics & Policy Quarterly*

## Research Experience

Summer 2014: Research Assistant, E. Scott Adler and Jeffrey Jenkins (University of Virginia)

Summer 2013: Research Assistant, John Griffin and E. Scott Adler

Fall 2012: Research Assistant, Anand Sokhey

Summer 2012: Research Assistant, Joshua Kennedy

Summer 2011: Research Assistant, Joshua Ryan

## References

E. Scott Adler (chair)  
Professor of Political Science  
University of Colorado Boulder  
(303) 492-6659  
[E.Scott.Adler@Colorado.edu](mailto:E.Scott.Adler@Colorado.edu)

Jeff Harden  
Professor of Political Science  
University of Notre Dame  
(574) 631-7280  
[jeff.harden@nd.edu](mailto:jeff.harden@nd.edu)

John D. Griffin  
Professor of Political Science  
University of Colorado Boulder  
(303) 492-3135  
[John.Griffin@Colorado.edu](mailto:John.Griffin@Colorado.edu)



August 24, 2019

# Brian Benjamin Crisher

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Reubin O'D. Askew Department of Government, University of West Florida  
Building 50/Room 125, Pensacola, FL 32514  
850-474-2473  
briancrisher.net – bcrisher@uwf.edu

## Academic Appointments

Assistant Professor, University of West Florida. August 2016 – Present  
Instructor, Florida State University. August 2015 – May 2016

## Education

Ph.D. in Political Science. Summer 2015. Florida State University  
M.A. in Political Science. Summer 2007. Western Michigan University  
B.A. in Political Science. Fall 2004. Western Michigan University

## Dissertation

“Bring the Pain: Three Essays on the Influence of Military Capabilities on International Conflict.”

Committee: Mark Souva (chair), Will H. Moore, Sean Ehrlich, Jonathan Grant

## Publications

“Power and National Capability.” 2017. *Oxford Encyclopedia of Foreign Policy Analysis*. <http://politics.oxfordre.com/view/10.1093/acrefore/9780190228637.001.0001/acrefore-9780190228637-e-468>

“Naval Power, Endogeneity, and Long-distance Disputes.” 2017. *Research and Politics* 4(1). <http://journals.sagepub.com/doi/full/10.1177/2053168017691700>

“Domestic Political Problems and the Uneven Contenders Paradox.” with Mark Souva. 2017. *Foreign Policy Analysis* 13(4): 876-893.

“Power at Sea: A Naval Power Dataset, 1865-2011.” with Mark Souva. 2014. *International Interactions* 40(4): 602-629.

“Inequality Amid Equality: Military Capabilities and Conflict Behavior in Balanced Dyads.” 2014 *International Interactions* 40(2): 246-269.

## Non-Peer Reviewed Publications

“Power at Sea: Insights from a Naval Power Dataset, 1865-2011.” with Mark Souva. 2014. <http://piracy-studies.org/2014/power-at-sea-insights-from-a-naval-power-dataset-1865-2011/>

“How Strong is the U.S. Navy Really?” with Mark Souva. 2012. <http://themonkeycage.org/2012/10/23/how-strong-is-the-u-s-navy-really/>

“Altering Jus ad Bellum: Just War Theory in the 21st Century and the 2002 National Security Strategy of the United States.” 2005. *Critique - A Worldwide Student Journal of Politics*. <http://lilt.ilstu.edu/critique/>

## Working Papers

“A Moment Like This: Understanding Variance in Militarized Disputes”

“Symphony of Destruction: Understanding Absolute War Outcomes”

“Bring the Pain: How Military Capabilities Influence Militarized Conflict Initiation and Reciprocation”

“Sensitivity Analysis: An Application to Diversionary Research” (with Mark Souva)

“Aircraft Carrier or Amphibious Assault Ship? Understanding the Development of Naval Capabilities” (with Mark Souva)

## Conference Presentations

“Aircraft Carrier or Amphibious Assault Ship? Understanding the Development of Naval Capabilities” Presented at the International Studies Association Conference, Toronto, Ontario, March 2019.

“Victory at all Costs: Understanding Absolute War Outcomes.” Presented at the Midwest Political Science Association Annual Conference, Chicago, Illinois, April 2018.

“Commitment Problems in Long-distance Relationships: The Influence of Naval Power on Dispute Issue Type.” Presented at the International Studies Association Conference, Baltimore, Maryland, February 2017. Also presented at the Political Economy of Power Projection Conference, Los Angeles, California, November 2016.

“From a Distance: Naval Power and Non-contiguous Militarized Disputes, 1885-2000.” Presented at the International Studies Association Conference, Atlanta, Georgia, March 2016. Paper also presented at the Southern Political Science Association Conference 2013. (published as “Naval Power, Endogeneity, and Long-distance Disputes”)

“Victory at all Costs: Understanding Absolute War Outcomes.” Presented at the International Studies Association Conference, Atlanta, Georgia, March 2016.

“Bring the Pain: How Military Capabilities Influence Militarized Conflict Initiation and Reciprocation.” Poster presented at the International Studies Association Annual Conference, New Orleans, Louisiana, February 2015.

“Naval Power Development.” Presented at the Midwest Political Science Association Annual Conference, Chicago, Illinois, April 2014.

“Uncertainty of Expected Costs and Conflict Initiation.” Poster presented at the Peace Science Society (International) 2013 Annual Conference, Knoxville, Tennessee. October 2013.

“Uncertainty of Expected Costs and Conflict Initiation.” Presented at the American Political Science Association 2013 Annual Conference, Chicago, Illinois. August 2013.

“Uncertainty, Power Parity, and Conflict Initiation.” Presented at the Southern Political Science Association 2013 Conference, Orlando, Florida. January 2013. (published as “Inequality Amid Equality: Military Capabilities and Conflict Behavior in Balanced Dyads”)

“Domestic Political Problems and Strategic Engagement.” Presented at the American Political Science Association 2012 Annual Conference, New Orleans, Louisiana. September 2012. Co-authored with Mark Souva. Also presented at MPSA 2012 and SPSA 2010 (published as “Domestic Political Problems and the Uneven Contenders Paradox”)

“Military Power: A New Measure Based on Sea-Based Weapons.” Presented at the International Studies Association 2012 Annual Conference, April 2012. Paper also presented at the Midwest Political Science Association Annual Conference, April 2011. Co-authored with Mark Souva. (published as “Power at Sea: A Naval Power Dataset, 1865-2011”)

## **Academic Experience**

TEACHING - INSTRUCTOR (University of West Florida)

Introduction to Comparative Politics

Introduction to International Politics

War and Peace in East Asia

Analyzing Issues in International Politics

Statecraft

International Conflict

International Political Economy

National Security Policy

Political Science Research Methods (Graduate)

International Conflict Seminar (Graduate)

International Relations Seminar (Graduate)

Statecraft Seminar (Graduate)

TEACHING - INSTRUCTOR (Florida State)

Introduction to International Relations (x2)  
Introduction to Comparative Politics  
International Conflict (x6)  
Statecraft (x5)  
American Foreign Policy  
Understanding Political Science Research

TEACHING ASSISTANT - For Graduate Classes  
Fundamentals of Mathematics, Fall 2010.  
Research Design, Fall 2010.  
Regression and Probability Analysis, Spring 2011.

#### RESEARCH

Research Assistant, Mark Souva, Florida State University, Summer 2010-Spring 2013.

Research Assistant, Sean Ehrlich, Florida State University, Spring 2010-Summer 2010.

#### **Service to the Discipline**

Reviewer: *Journal of Politics*, *British Journal of Political Science*, *Journal of Conflict Resolution*, *International Studies Quarterly*, *Journal of Peace Research*, *International Interactions*, *Conflict Management and Peace Science*, *Journal of Asian and African Studies*, *Journal of Territorial and Maritime Studies*, *Congress and the Presidency*, *Foreign Policy Analysis*.

#### **Academic Associations**

International Studies Association Midwest Political Science Association

Alfred G. Cuzán  
Department of Government  
The University of West Florida  
Pensacola, FL 32514

**Personal mailing address:** 6847 N. 9<sup>th</sup> Ave., Suite A, PMB 333, Pensacola, FL 32504.

**E-mail address:** acuzan@uwf.edu

**Telephones:** 850-474-2345 (O); 850-478-7679 (H)

**Personal:** Born in Havana, Cuba, October 12, 1948.  
Naturalized United States Citizen, 1969.  
Married Linda Mary, née Cipolla, 1971.  
Roman Catholic.

**Education:** Ph. D., Political Science (with a minor in Economics)  
Indiana University, 1975.  
M.A., Political Science (with a minor in Economics)  
Indiana University, 1972.  
B.A., Magna Cum Laude, Government and Economics,  
University of Miami, 1969.

**Professional Experience:**

Distinguished University Professor  
The University of West Florida, 2012 - present

Chairman, Department of Government  
The University of West Florida, 1992 - 2012

Professor of Political Science  
The University of West Florida, 1991 - present

Associate Professor of Political Science  
The University of West Florida, 1983-1991

Assistant Professor of Political Science  
The University of West Florida, 1980-83

Assistant Professor of Political Science  
New Mexico State University, 1976-1980

## **Awards and Fellowships**

Fulbright Fellow, University of Tartu, Estonia, spring 2016.

National Endowment for the Humanities Fellow, Summer Institute for College Teachers on “The Enduring Significance of Tocqueville’s *Democracy in America*,” Bethel University, 2007. [Unable to attend for family reasons.]

National Endowment for the Humanities Fellow, Summer Institute for College Teachers on “War and Morality,” The U.S. Naval Academy, 2004.

USIS Speaker and Specialist Grant to lecture at the Institute of Technology and Higher Education, Monterrey, Mexico, 1999.

Professorial Excellence Program (PEP) Award  
The University of West Florida, 1998.

University Research and Creative Activities Award  
The University of West Florida, 1996.

National Endowment for the Humanities Fellow, Princeton University Summer Seminar for College Teachers on Comparative Constitutions, directed by Prof. Walter Murphy, 1996.

Reuben Askew Fellow, The Florida Institute of Government, 1995.

Henry Salvatori Fellow, The Heritage Foundation 1994.

National Endowment for the Humanities Fellow, Southern Illinois University Summer Seminar for College Teachers on “The Constructionist Stance,” directed by Prof. Joel Best, 1992.

Manning J. Dauer Award for best article published in *The Political Chronicle*, the Journal of the Florida Political Science Association, 1990.

National Endowment for the Humanities Fellow, University of Wisconsin Summer Institute for College Teachers on Latin American History, 1989.

National Endowment for the Humanities Fellow, Cornell University Summer Seminar for College Teachers on “Collective Action,” directed by Prof. Sidney Tarrow, 1988.

Fulbright Fellow, Argentina, summer 1983.

Liberty Fund Fellow, Institute for Humane Studies, summer 1981.

National Institute of Mental Health Fellow, 1973 and 1974.

National Defense Education Act Fellow, 1969-1972.

Woodrow Wilson Fellow, 1969.

## **Teaching**

Courses taught in recent years:

CPO 3055 Dictatorships  
CPO 3373 Great World Leaders  
CPO 4074 Political Economy  
CPO 4303 Politics of Spain, Portugal, and Latin America  
CPO 6006 Seminar in Comparative Politics  
POS 3413 The Presidency  
POT 4601/5602 Modern Masters of Political Thought  
POS 6006 Study of Politics  
POS 6045 Seminar in American Politics

## **Areas of Special Interest**

American Politics: the presidency; presidential elections; gubernatorial elections  
Comparative Politics: democracies (elections), dictatorships, Latin America (Cuba in particular); political leadership  
Political Theory: principles of politics; the contract theorists (Hobbes, Locke, Rousseau); political economy

## **Scholarship: Articles, Book Chapters, Monographs, Proceedings, and Working Papers<sup>1</sup>**

### **Working Papers**

“Castro’s Cuba, Franco’s Spain, and Pinochet’s Chile: Some Indicators of Performance”  
Paper presented at the July 2018 meeting of the Association for the Study of the Cuban Economy, Miami.

“Castro’s Cuba: An Evaluation.” Paper presented at the February 2019 meeting of the Cuban Research Institute, Miami.

### **All Publications, Organized Topically and by Year<sup>2</sup>**

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<sup>1</sup> Working Papers include recent conference papers and articles currently in preparation for submission or presently under review.

<sup>2</sup> An asterisk (\*) following a title indicates a peer-reviewed publication. A pound sign (#) indicates an invited article or book chapter to a publication that is not refereed in the conventional way (i.e., anonymously by reviewers) but reviewed in-house by the editor

## American Politics and Policy

“Assessing the 2016 U.S. Presidential Election Popular Vote Forecasts” (with A. Graefe, J. Scott Armstrong and R. J. Jones, Jr., as first, second, and third author, respectively). In Annon Cavari, Richard Powell, Kenneth Mayer (Eds.), *The 2016 Presidential Election: The Causes and Consequences of an Electoral Earthquake* (Lexington Books, 2017).#

“The 2016 PollyVote Popular Vote Forecast: A Preliminary Analysis” (with A. Graefe, R. J. Jones, Jr., and J. Scott Armstrong as first, second, and third author, respectively). *PS: Political Science & Politics*, 2017, 50, 2: pp. 336-337.\*#

“The PollyVote Forecast for the 2016 American Presidential Election” (with A. Graefe, R. J. Jones, Jr., and J. Scott Armstrong as first, second, and third author, respectively). *PS: Political Science & Politics*, 2016, 49, 4, pp. 687-690.\*#

“Accuracy of combined forecasts for the 2012 Presidential Elections: The PollyVote” (with Andreas Graefe, J. Scott Armstrong, and Randall J. Jones, Jr. as first, second, and third author, respectively). *PS: Political Science and Politics* 17, 2, April 2014, pp. 427-431.\*

Combining Forecasts: An Application to Elections” (with A. Graefe, J. S. Armstrong, R. J. Jones, Jr. as first, second, and third author, respectively). *International Journal of Forecasting*, 30, 1, January-March 2014, pp. 43-54. This article won the 2017 Outstanding Paper Award of the *International Journal of Forecasting*.\*

“Fiscal Model Failure: A Problem of Measurement? A Preliminary Assessment.” *PS: Political Science and Politics*, 46, January 2013, pp. 41-42.\*# A longer version is available at [ssrn.com](http://ssrn.com).

“Forecasting the 2012 Presidential Election with the Fiscal Model.” *PS: Political Science and Politics*, 45, October 2012, pp. 648-650.\*#

“Predicting the Results of the 2010 Elections for the U.S. House of Representatives: Judgment, Econometrics, and Markets.” *Foresight. The International Journal of Applied Forecasting*, Spring 2011, pp. 41-44.#

"Fiscal Policy, Economic Performance, and Vote-Getting Efficiency: A DEA Ranking of Presidents, 1880-2008" (with William B. Tankersley as first author). *Journal of*

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or his assistant. An asterisk followed by a pound sign (\*#) signifies an invited contribution to a refereed publication, though the article itself, having been invited, may be evaluated only by the editor or symposium organizer. These characterizations rely on my own memory of the journal's self-description at the time of submission, and whether external, anonymous reviews were sent to me. When in doubt, I tried to err on the conservative side (# or none). April 30, 2019.



*US-China Public Administration*, 8, August 2011, pp. 851-860.

"Predicting the Results of the 2010 Midterm Elections: Judgment, Econometrics, and Prediction Markets." *Foresight. The International Journal of Applied Forecasting*, Spring 2011, pp. 41-44.#

"A Post-Mortem on 'Will the Republicans Retake the House in 2010?'" *PS: Political Science and Politics*, 44, January 2011, pp. 4-5.\* #

"Will the Republicans Retake the House in 2010?," *PS: Political Science and Politics*, 43, October 2010, pp. 639-641.\* #

"Fiscal Policy and Vote-getting Efficiency in Presidential Elections: A Data Envelopment Analysis" (with William B. Tankersley as first author). Ch. 7 in Chandra S. Putcha (Ed.), *Methods of Forecasting American Election Outcomes: Studies in Strategies for Prediction*. Lewiston, NY: The Edwin Mellen Press, 2010, pp. 137-158.#

"Predicting Presidential Elections with Equally-Weighted Regressors in Fair's Equation and the Fiscal Model" (with C. M. Bundrick). *Political Analysis*, 17, 2009, pp. 333-340.\*

"Fiscal Policy in American Presidential Elections: A Simulation" (with C. M. Bundrick and Richard J. Heggen as second and third author, respectively). *Simulation*, 85, 1, 2009, pp. 17-32.\*

"Forecasting the 2008 Election with the Pollyvote" (with Andreas Graefe, J. Scott Armstrong, and Randall J. Jones, Jr. as first, second, and third author, respectively). *Foresight. The Journal of Applied Forecasting*. Issue No. 12, Spring 2009, pp. 41-42.#

"Forecasting Performance of Regression Models in the 2008 Presidential Election" (with Randal J. Jones, Jr. as first author). *Foresight. The Journal of Applied Forecasting*, Issue No. 12, Spring 2009, p. 43.#

"Forecasting the 2008 Presidential Election: The Challenge Met" (with C. M. Bundrick as second author). *PS: Political Science and Politics*, 42, 1, 2009, 23.\* #

"Forecasting the 2008 Presidential Election: A Challenge for the Fiscal Model" (with C. M. Bundrick as second author). *PS: Political Science and Politics*, 41, 4, 2008, pp. 717-722.\* #

"Forecasting U.S. Presidential Elections. A Brief Review" (with Randall J. Jones, Jr. as first author). *Foresight. The Journal of Applied Forecasting*. Issue 10, Summer 2008, pp. 29-34.#

"The 2006 House Elections: Forecasts and Results" (with C. M. Bundrick as second

author). *Extension of Remarks*, Vol. 30, No.1, January 2007. This is an on-line publication of the Legislative Studies Section of the American Political Science Association.#

“A Retrospective on Forecasting Midterm Elections to the US House of Representatives” (with Randall J. Jones, Jr. as first author). *Foresight. The Journal of Applied Forecasting*. Issue 5, Fall 2006, pp. 37-42.#

“Index Methods for Forecasting: An Application to American Presidential Elections” (with J. Scott Armstrong as first author). *Foresight. The International Journal of Applied Forecasting* Issue 3, February 2006, pp.10-13.#

“Deconstructing the 2004 Presidential Election Forecasts: The Fiscal Model and the Campbell Collection Compared” (with C. M. Bundrick as second author). *PS: Political Science and Politics*, 38, 2, 2005, pp. 255-262.\*

“Fiscal Policy, Economic Conditions, and Terms in Office: Simulating Presidential Election Outcomes” (with R. J. Heggen and C. M. Bundrick as second and third author, respectively). In Janet K. Allen and Jennifer Wilby (Eds.), *Proceedings of the World Congress of the Systems Sciences and ISSS International Society for the Systems Sciences*, 44<sup>th</sup> Annual Meeting, July 16-20, 2000, Toronto, Canada (on CD-ROM, ISBN 09664183-5-2).

“Fiscal Policy and Presidential Elections: Update and Extension” (with C. M. Bundrick as second author). *Presidential Studies Quarterly*, 30 (2), 2000, pp. 275-287.\*

“Fiscal Policy as a Forecasting Factor in Presidential Elections” (with C. M. Bundrick as second author). *American Politics Quarterly*, 29 (3), 1999, pp. 338-353.\*

“Fiscal Policy and Presidential Elections in the United States: 1880-1992” (with C. M. Bundrick as second author). *Polity*, XXIX (1), 1996, pp. 141-156.\*

“Selected Fiscal and Economic Effects on Presidential Elections” (with C. M. Bundrick as second author). *Presidential Studies Quarterly*, XXII (1), 1992, pp. 127-134.\*

“Expenditures and Votes: In Search of Downward-Sloping Curves in the United States and Great Britain” (with R. J. Heggen as second author). *Public Choice*, 45 (1), 1985, pp. 19-34.#

“A Fiscal Model of Presidential Elections in the United States, 1880-1980” (with R. J. Heggen as second author). *Presidential Studies Quarterly*, XIV (1), 1984, pp. 98-108.\*

“The Political Economy of Ports in the United States and Great Britain.” *Coastal Zone Management Journal*, 11 (3), 1983, pp. 149-167. An earlier, shorter version of this article was published as AA Comparative Analysis of Port Policy in the United States and Great Britain,@ *Achievements of the 70s and Prospects for the 80s*,

Proceedings of the Seventh Annual Conference of the Coastal Society, Bethesda, 1981, pp. 61-65.\*

“Appropriators vs. Expropriators: The Political Economy of Water in the West.” In Terry Anderson, (Ed.), *Water Resources: Bureaucracy, Property Rights and the Environment*. Edited by Terry Anderson. Ballinger Press, 1983, Chapter 1.#

“The Appropriation of Shifting Sands: A Case for Transferring Institutions from the Desert to the Coast” (with David Fischer and Gregory Stone as second and third author, respectively). *Oceans*, September 1982, pp. 926-930.

“CETA in New Mexico: An Evaluation of the 'Balance of State' Prime Sponsor.” *Idaho Journal of Politics*, III (1), 1980, pp. 40-61.\*

“A Critique of Collectivist Water Resources Planning.” *Western Political Quarterly*, XXXII (3), 1979, pp. 320-326.\*#

### **Comparative Politics**

“Five Laws of Politics: A Follow-Up.” *PS: Political Science & Politics*, 2019, 52, 3, pp. ---  
.\* An on-line version appeared in April; the printed version will come out in July.

“The Loyalist vs. the Revolutionary? Francisco Franco and Fidel Castro Compared.” *Cuban Affairs. Quarterly Electronic Journal*, 2016, 20, 3.#<sup>3</sup>

“Five Laws of Politics.” *PS: Political Science & Politics*, 2015, 48, 3, pp. 415-419.\*

“The Law of Shrinking Support: Implications for Cuba.” *Cuban Affairs. Quarterly Electronic Journal*, 2014, 9 (3).#

“[A Constitutional Framework for a Free Cuba](#).” *Cuban Affairs. Quarterly Electronic Journal*, 2013, 8 (3). A shorter version was published in Spanish, “Sugerencias para la confección de una Cuba libre,” *Meridiano* (Miami, FL: Centro de Estudios para una Opción Nacional), 2, 5, 3-10.#

“[Totalitarianism in the Tropics](#): Cuba’s ‘Padilla Case’ Revisited.” *Cuban Affairs. Quarterly Electronic Journal*, 2012, 7 (3).# A revised version is available at SSRN.COM.

“Cuba’s Ranking in the Fitzgibbon Democracy Surveys: Reflecting a Leftist Bias?” *Cuban Affairs, Quarterly Electronic Journal*, 2007, 2 (2).#

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<sup>3</sup> This journal billed itself as “refereed” but the refereeing was done in-house, not by external reviewers. It was discontinued in 2017. Several of the papers I published there are available at [ssrn.com](http://ssrn.com).

- “The Economies of Latin America” (with R. K. Harper as first author). In Richard S. Hillman (Ed.), Ch. 6 in *Understanding Contemporary Latin America*, Third Edition, Boulder: Lynne Rienner Publications, 2005, pp. 145-176. Earlier versions were published in the 1997 and 2001 editions of this reader.\*#
- “Franco’s Spain and Castro’s Cuba: Parallels and Contrasts.” *Cuba in Transition*, Volume 14. Papers and Proceedings of the Fourteenth Annual Meeting of the Association for the Study of the Cuban Economy (ASCE), Miami, Florida, August 5-7, 2004, pp. 181-195.
- “Comments on ‘Inside Civil Society: An Empirical Study in Cuba of Opinions among Members of Independent Groups on Problems and Prospects for Democratization, by the Center for the Study of a National Option (CEON)’.” *Cuba in Transition*, Volume 11, Papers and Proceedings of the Eleventh Annual Meeting of the Association for the Study of the Cuban Economy (ASCE), Miami, Florida, August 2-4, 2001, pp. 400-403.
- Is Fidel Castro A Machiavellian Prince?* Miami, FL: The Endowment for Cuban-American Studies, 1999. A revised version is available at SSRN.COM. A shorter version appears in *Cuba in Transition*, Papers and Proceedings of the Ninth Annual Meeting of the Association for the Study of the Cuban Economy (ASCE), Miami, Florida, August 12-14, 1999, Volume 9, pp. 178-191.
- “Democratic Transitions: The Portuguese Case.” In Marco Rimaneli (Ed.), *Comparative Democratization and Peaceful Change in Single-Party-Dominant Countries*, New York: St. Martin’s Press, 1999, Ch. 3, pp. 119-136.#
- “Comments on ‘Cuba and Latin America: The Political Dimension, by Mauricio Font’.” *Cuba in Transition*, Papers and Proceedings of the Eighth Annual Meeting of the Association for the Study of the Cuban Economy (ASCE), Miami, Florida, August 6-8, 1998, Volume 8, pp. 39-41.
- “Presidential Popularity in Central America: Parallels with the United States” (with C. M Bundrick as second author). *Political Research Quarterly*, 50 (4), 1997, pp. 833-849.\*
- “Privatization and Decentralization in the United States and Chile” (with W. B. Tankersley as first author). In *At the Crossroads of Development: Transnational Challenges to Developed and Developing Societies*, special issue of *The Journal of Developing Societies*, Joseph Behar and Alfred G. Cuzán, Eds., 1996, XII (1), pp. 104-118.
- Dictatorships and Double-Standards: The Latin American Studies Association on Cuba*. Miami, FL: Endowment for Cuban American Studies, The Cuban-American National Foundation, Paper No. 13, 1995.
- “The Latin American Studies Association vs. The United States: The Verdict of History,”

*Academic Questions*, 7 (3), 1994, pp. 40-55.#

“Economic Correlates of Political Instability in Latin America” (with C. M. Bundrick as second author). *Southeastern Political Review*, XXI (2), 1993, pp. 349-364.\*

“From Communism to Democracy: Conciliation or Confrontation? The Case of Nicaragua.” *The Political Chronicle*, V (1), 1993, pp. 17-23.\* A Spanish translation was published in *La Prensa Literaria*, a literary supplement to Nicaragua's oldest newspaper, August 7, 1993, pp. 4-5.

“The Rise and Fall of Communism in Nicaragua.” *Journal of Interdisciplinary Studies*, IV (1/2), 1992, pp. 164-183.#

“Economic and Political Effects on Presidential Popularity in Costa Rica” (with C. M. Bundrick as second author), *Journal of Developing Societies*, VII (2), 1991, pp. 269-277.#

“Resource Mobilization and Political Opportunity in the Nicaraguan Revolution: The Praxis.” *American Journal of Economics and Sociology*, 50 (1), 1991, pp. 71-83.\*

“Resource Mobilization and Political Opportunity in the Nicaraguan Revolution: The Theory.” *American Journal of Economics and Sociology*, 49 (4), October 1990, pp. 401-412.\*

“Latin American Political Party Systems from the '60s to the '80s: A Developmental Path?,” *The Political Chronicle*, II (1), 1990, pp. 13-20.#

“Demographic Correlates of Political Instability in Latin America: The Impact of Population Growth, Density, and Urbanization” (with S. D. Moussalli and C. M. Bundrick as second and third author, respectively). *Review of Latin American Studies*, II (1/2), 1989, pp. 125-137.\*

“The Nicaraguan Revolution: From Autocracy to Totalitarian Dictatorship?,” *The Journal of Interdisciplinary Studies*, I (1/2), 1989, pp. 183-204.#

“An Analysis of Iberoamerican Regimes: 1973-1983,” *The Journal of Developing Societies*, IV (2), 1988, pp. 180-193.#

“Fiscal Expansion and Political Instability in the Iberic-Latin Region” (with S. D. Moussalli and C. M. Bundrick as second and third author, respectively). *Public Choice*, 59 (3), 1988, pp. 225-238.#<sup>4</sup>

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<sup>4</sup> For many years, *Public Choice* was edited by Gordon Tullock. He was a rigorous, one might say, fierce and demanding reviewer, but at least in the case of my own submissions, he did it all the reviewing himself. He rejected one of my articles and accepted two.

“Fiscal Policy, the Military, and Political Stability in Iberoamerica,” *Behavioral Science*, 31 (4), 1986, pp. 226-238.\*

“A Micro-Political Explanation of the 1979 Nicaraguan Revolution” (with R. J. Heggen as second author), *Latin American Research Review*, XVII (2), 1982, pp. 156-170.\*

“Legitimacy, Coercion, and Scope: An Expansion-Path Analysis Applied to Five Central American Countries and Cuba” (with R. J. Heggen as first author), *Behavioral Science*, 26 (2), 1981, pp. 143-152.\*

“Authority, Scope, and Force: An Analysis of Five Central American Countries,” *Public Choice*, 35, 1980, pp. 363-369.#

*A Tale of Two Sites: Political Structure and Policy Performance in Costa Rica and El Salvador*. Technical Papers Series, No. 12, Austin: University of Texas, Institute of Latin American Studies, 1977.

### **Political Theory**

“[Some Principles of Politics](#).” *Libertarian Papers. A Journal of Philosophy, Politics, and Economics*. 2017, 9 (2), pp. 161-204.\*

“[Revisiting ‘Do We Ever Really Get Out of Anarchy?’](#).” *Journal of Libertarian Studies*, 22 (1), 2010, pp. 3-21.\*#

“Do We Ever Really Get Out of Anarchy?.” In Edward P. Stringham (Ed.), *Anarchy and the Law. The Political Economy of Choice* (Rutgers, NJ: Transaction Publishers, 2007).# This is slightly revised version of an article originally published in the *Journal of Libertarian Studies*, III (2), 1979, pp.151-158.

“Political Profit: Taxing and Spending in Democracies and Dictatorships,” *American Journal of Economics and Sociology*, 40 (4), 1981, pp. 329-340. A Japanese translation of this article was published in *Trends*, 1982 (4), pp. 2-7.#

“Political Profit: Taxing and Spending in the Hierarchical State,” *American Journal of Economics and Sociology*, 40 (3), 1981, pp. 265-275.# A French translation of this article was published in *Problemes Economiques*, 23 Decembre 1981, No. 1.753, pp. 9-14.

### **Miscellaneous Publications**

“Bridging Two Cultures, Straddling Two Disciplines.” In Howard J. Wiarda, Ed., *Policy Passages. Career Policies for Policy Wonks*. Westport, CT: Praeger, 2002, pp. 185-193.#

### **Scholarship: Book Reviews**

- “Review of *Inside the Cuban Revolution. Fidel Castro and the Cuban Underground.*”  
*Cuban Affairs, Quarterly Electronic Journal*, Volume 1, Issue 4, October 2006.
- “Review of *Cuba. The Morning After. Confronting Castro’s Legacy*, by Mark Falcoff,”  
*Cuban Affairs, Quarterly Electronic Journal*, Volume 1, Issue 1, January 2006.
- “Review of *Gradual Economic Reform in Latin America. The Costa Rican Experience*,  
 by Mary A. Clark,” *Perspectives on Politics*, 1 (1), 2003, pp. 204-205.
- “Review of *Revolution and the Multiclass Coalition in Nicaragua*, by Mark  
 Everingham,” *The American Political Science Review*, 91 (3), 1997, p. 761.
- “The Rise and Fall of Violence Theories.” Review of *Theories of Civil Violence*, by James  
 B. Rule,” *American Journal of Economics and Sociology*, 50 (1), 1992, pp. 68-70.
- “Review of *Against All Hope. The Prison Memoirs of Armando Valladares*, by Armando  
 Valladares,” *Journal of Interdisciplinary Studies*, II (1/2), 1990, pp. 207-209.
- “Latin America's Complex Politics: Busey's *Guide* Helps Specialists and Students Keep  
 Track of Changes and Events in 21 Areas. Review of *Latin American Political  
 Guide. A Quarter Century of Latin American Politics*, by James L. Busey.”  
*American Journal of Economics and Sociology*, 45 (4), 1986, pp. 425-427.  
 Reprinted in *The Times of the Americas*, December 24, 1986, p. 15.

## **Service**

### **To the Profession**

Fulbright Alumnus Resource at the Pre-Departure Orientation meeting for new  
 Fulbrighters, 2016, 2018.

Have served as reviewer of manuscripts or book proposals for the following book  
 publishers:

Congressional Quarterly Publications  
 State University of New York Press.

Have served as anonymous referee for articles submitted to the following journals or  
 publishers:

*American Politics Research, American Political Science Review, American  
 Journal of Economics and Sociology, Comparative Politics, Congressional  
 Quarterly, International Journal of Public Opinion Research, International  
 Journal of Forecasting, Journal of Interdisciplinary Studies, Journal of Politics,  
 Perspectives on Politics, Political Research Quarterly, Presidential Studies*

*Quarterly, Social Science Quarterly, PS: Political Science & Politics, Southeastern Political Review (now Politics and Policy), The Florida Political Chronicle, Romanian Journal of Political Science, PolSci. Romanian Journal of Political Science.*

Co-founder, in 2004, of the PollyVote project. <http://pollyvote.com/en/>

Co-Founder, in 2007, of the Political Forecasting Interest Group, The American Political Science Association.

Editorial Board Member

*Southeastern Political Review (now Politics and Policy), 1992-1999  
The Political Chronicle, 1991-1999*

President, Florida Political Science Association, 1993-94.

Associate Editor, *Journal of Developing Societies*, 1992-1996.

Proposal reviewer for the following federal programs:

Young Scholars Program, National Endowment for the Humanities (NEH);  
Cooperative Research Projects, NEH; National Science Foundation.

**To the University:**

University Faculty Personnel Committee,  
2018 – (Chairman, 2018-19)  
2009 - 10  
2005 - 08 (Chairman, 2007)  
1998 – 2001 (Chairman, 2001)

UWF representative to the Civics Work Group organized by the Board of  
Governors and the Florida Department of Education, 2017-18.

College of Arts, Social Sciences and Humanities Council, 2014-  
(Chairman, 2014-2015)

Chairman, Distinguished University Professor Selection Committee, 2014.

Chairman, Department of Government (1992-2012)

Florida-China Linkage Institute Review Committee, 2013

Faculty Development Committee, 2006 - 2009

Chairman, Dean's Search Committee, College of Arts & Sciences,



2002-03

Faculty Senate, 1999-2006

Vice-President, 2001-04

Member, Planning and Special Issues Committee, 2001-02

Member, Governance Committee, 2000-01

Member, Undergraduate-Graduate Programs Committee, 1999-2000

Growth and Development Committee, 1998-2000

(Chairman, 1999-2000)

Professorial Excellence Program (PEP) Committee, 1996-98

Library Committee 1994-97

(Chairman 1995-97)

College of Arts and Social Sciences Personnel Committee, 1990-93

(Chairman, 1991-93)

Committee on International Affairs 1991-94

(Chairman, 1991-92)

Committee on Scholarly and Creative Activities, 1990-91

College of Arts and Sciences Dean's Search Committee, 1991

College of Arts and Sciences Council, 1988-1991, 1983-86

Chairman, Curriculum Committee, 1990-91

University Personnel Committee, 1988-1990

College of Arts and Sciences Council, 1983-86

University Appeals Board, 1983-1986

University Research Council, 1981-84

### **To the Community:**

Interview, WUWF, on Cuba. [April 26, 2018.](#)

“[Presidential Politics: Past, Present and Future.](#)” InStudio, WSRE public television station, October 26, 2016. This was a roundtable chaired by Jeff Weeks.

“Presidential Elections, Past and Present.” Leisure and Learning Society,

September 30, 2016.

Interview, WEAR Television station on Donald Trump, Fall 2015.

Interview, WEAR Television station on Marco Rubio's entry into the Presidential race, April 13, 2015

Lecture on "George Washington: Nursing Father," to the Daughters of the American Revolution, Pensacola Chapter, February 15, 2014.

Founder and member of the Board of Directors, The Cuban-American Association of Pensacola, 2000-20014  
President, 2012-14  
Vice-President, 2009-12  
Secretary, 2003-09  
Treasurer, 2001-03

Interview on WUWF on the 2012 presidential election, November 1, and 6, 2012.

Lecture on "Predicting Presidential Elections" to the Leisure and Learning Society, September, 2012.

Lecture on "How the American Political System Works" to the Leisure and Learning Society, May, 2011.

Interview, *Pensacola News Journal*, May 2, 2011.

Interview, WUWF, on the 2010 congressional election, November 2010.

Interview, "The Numbers Guy," *Wall Street Journal*, October 22, 2010.

Lecture on Great Political Leaders, Leisure and Learning Society, November 2009.

Lecture on the presidential election, Leisure and Learning Society, February 2009.

Interview on the presidential election, *Pensacola News Journal*, October 25<sup>th</sup>, 2008.

Interview on the presidential election, WUWF, October 2008.

Lecture on Cuba, Leisure and Learning Society, May 23, 2008.

Interview on Cuba, *Pensacola News Journal*, February 20, 2008.

Interview on Cuba, WEAR Pensacola, February 19, 2008.

Participant in “Public Forum” discussion on immigration, WSRE Ch. 23 Television, Friday, February 3<sup>rd</sup>, 2006.

Participant in “Public Forum” discussion on the presidential election, WSRE Ch. 23 Television, Friday, November 5<sup>th</sup>, 2004.

Interview on the presidential election, *Pensacola News Journal*, November 4, 2005.

Interview, WEAR Ch. 3 Television, following President Bush’s speech on Iraq, May 24, 2004.

Keynote Speaker, Hispanic Heritage Month Celebration luncheon for managers and staff, Federal Prison Camp, Bellview, 2003.

Panelist, “Democracy and Terrorism: A Town Hall Meeting,” WEAR Ch. 3 Television, April 24, 2002.

Co-leader, “Great Books Reading and Discussion Program,” Leisure and Learning Society, January 18-March 22, 2002.

Interview, WEAR Ch. 3 Television, on Presidents’ Day, broadcast February 18, 2002.

Interview on the 2000 presidential election, *Pensacola News Journal*, November 4, 2000, p. A1.

Interview on Cuba. Alice Crann, *Pensacola News Journal*, Sunday, March 5, 2000, P. E1. The writer quotes me on conditions in Cuba and cites my “Fidel Castro: A Machiavellian Prince?”

Telephone interview, Spanish-language roundtable, *Radio Mambí*, Miami, March 2000.

Member, Escambia County Government Office Space Needs Committee, 1999-2000

Interview, WUWF television, 1998

Interview, Radio Martí (U.S. Information Agency station broadcasting to Cuba), 1998

Interview, *Pensacola News Journal*, 1998

Guest Lecturer, Lunch & Learn Series, 1998

Speaker, Pensacola Women's Club, 1998

Guest lecturer, Lunch & Learn Series, 1997

Keynote Speaker, Hispanic Heritage Month Celebration luncheon for managers and staff, Federal Prison Camp, Bellview, 1996

Interview, WUWF (public radio), 1996

Interview, WEAR Channel 3, Pensacola, FL, 1995

Keynote Speaker, Hispanic Heritage Month Celebration, Pensacola Naval Complex, 1994

Interview, *Pensacola News Journal*, 1992

Guest Lecturer, Tate High School Contemporary History class, 1991

Guest Lecturer, Tate High School Contemporary History class, 1990

Interview, *Pensacola News Journal*, 1990

Guest Lecturer, General Military Training Session, Naval Air Station, Pensacola, FL, 1990

Interview, WALA television, Mobile, 1990

Interview, WABC radio station, New York City, 1990

Interview, Radio Martí (U.S. Information Agency station broadcasting to Cuba), 1990

Participant, "Critical Issues Symposium," The Madison Institute, Tallahassee, FL, 1990

Interview, WUWF (public radio), 1990

Guest Lecturer, Tate High School Contemporary History class, 1989

Interview, *Pensacola News Journal*, 1989

Keynote Speaker, Naturalization Ceremony, U. S. District Courthouse, Pensacola, 1988

Speaker, Pensacola Women' Club, 1988

Participant, Open Forum, WSRE (public television), Pensacola, FL, 1987

Participant, A Symposium on Ethnicity and the Elections, The Wright Place,  
Pensacola, FL, Speaker, 1987

Participant, Open Forum, WSRE (public television), Pensacola, FL, 1986

Speaker, Kiwanis Club of Ft. Walton Beach, 1984

Speaker, Pensacola Rotary Club, 1984

Speaker, Pensacola Women's Club, 1984

Participant, Open Forum, WSRE (public television), Pensacola, FL, 1981.

**DAVID P. RAMSEY**  
11000 University Pkwy 50/127  
Pensacola FL 32514  
850-857-6116  
dramsey1@uwf.edu

### Education

**Ph.D. in Political Science**, Baylor University, Waco TX (2010)  
**Dissertation:** *The Role of the Supreme Court in Antitrust Enforcement*  
**M.A. in Liberal Arts**, St. John's College, Annapolis MD (2004)  
**B.A. in Political Science, English**, Berry College, Rome GA (2001)

### Teaching Experience

*University of West Florida, Pensacola FL, Summer 2010 – Present*

- POS 3608 - Constitutional Law I: Federalism and the Separation of Powers
- POS 3624 - Constitutional Law II: Individual Rights and Privileges
- POS 3625 - First Amendment Freedoms
- POS 4673 - Jurisprudence
- POT 5990 - Jurisprudence (M.A.)
- POS 3613 - Constitutional Controversies (previously POS 3990)
- POS 4602 - The Founders' Constitution (previously POS 3602)
- POS 5637 – The Founders' Constitution (M.A.) (previously POS 5990)
- POS 3990 - Supreme Court Rulings on Big Business
- POT 3103 - Law and Politics in Literature
- POT 4204 - American Political Thought
- POT 5207 - American Political Thought (M.A.)
- POT 4013 - Ancient Political Philosophy
- POT 5016 - Political Philosophy Seminar (M.A.)
- POT 4354 - Contemporary Political Philosophy (previously POT 4990)
- POT 5355 - Contemporary Political Philosophy (M.A.) (previously POT 5990)
- POT 4905 / 6905 – Medieval Political Philosophy
- POS 4905 / 6905 - Reading Hayek
- POS 4905 / 6905 - Reading Smith
- POS 4905 / 6905 - Reading Von Mises
- POS 4905 / 6905 - American Founders
- POS 4905 / 6905 - Federalist and Antifederalist
- POS 4905 / 6905 - Political Economy
- POS 4905 / 6905 - American Political Economy
- POS 4905 / 6905 – Readings in Political Economy
- POS 4990 / 5990 - Capstone
- IDH 4032 - Drones, Clones and the American Dream (Honors Program Seminar)

*Baylor University, Waco TX, Spring 2008 – Spring 2010*

American Constitutional Development

Baylor Interdisciplinary Core

World Cultures IV: The United States in the World

Social World II: Political Philosophy from the Enlightenment to Today

## Publications

### Book

Ramsey, David. *Antitrust and the Supreme Court*. El Paso, TX: LFB Scholarly, 2012.

### Edited Volume

Ramsey, David and Patrick Cain, eds. *American Constitutionalism, Marriage and the Family: U.S. v. Windsor and Obergefell v. Hodges in Context*. Lanham, MD: Lexington Books, 2016.

### Symposium

Cain, Patrick and David Ramsey, eds. *Marriage and Our Liberal Democracy Today* (Symposium, with Introduction by Profs. Cain and Ramsey) 45 *Perspectives on Political Science* (Spring 2016).

### Article

Ramsey, David, Jocelyn Evans and Meyer Levy. "Preserving the Seminar Experience," *Journal of Political Science Education* (vol. 12, iss. 3) 2016.

### Book Chapters

Ramsey, David. "On the Marriage of Dred Scott," in *American Constitutionalism, Marriage and the Family: U.S. v. Windsor and Obergefell v. Hodges in Context*, David Ramsey and Patrick Cain, eds. Lanham, MD: Lexington Books, 2016.

Ramsey, David. "The Founders, Hobby Lobby and the HHS Mandate," in *The Most Sacred Freedom: Religious Liberty in the History of Philosophy and America's Founding*, Will Jordan and Charlotte Thomas, eds. Macon, GA: Mercer University Press, 2016.

Ramsey, David. "Cymbeline and the Origins of Modern Liberty," in *Shakespeare and Politics: What a Sixteenth Century Playwright Can Tell Us about Twenty-first Century Politics*, Bruce Altschuler and Michael Genovese, eds. St. Paul, MN: Paradigm, 2014.



### Grants, Awards and Honors

\$250,000 (Principal Investigator, *Proposal currently in development*) “The Papers of Roger Brooke Taney” Two-year grant funding to support preparation and publication of 300 annotated transcriptions of manuscripts pertaining to Taney’s involvement in the Bank War during his tenure in Andrew Jackson’s cabinet.

\$996,171 (Contributor. Principal Investigator is Ondine LeBlanc, Editor of Publications at the Massachusetts Historical Society) *Proposal submitted May 2019, funding decision anticipated August 2019*) “The Primary Source Cooperative at the Massachusetts Historical Society” Three-year grant supporting implementation phase of the recently completed planning grant, jointly funded by NHPRC and the Mellon Foundation. The Papers of Roger Brooke Taney is one of four projects included in the proposed implementation grant.

\$300,000 (Principal Investigator, co-PI Kelly Carr (Communication) *Proposal Submitted Fall 2018, funding decision anticipated August 2019*) “The Papers of Roger Brooke Taney: A Digital Documentary Edition—Series I: The Bank War” Three-year grant funding to support preparation and publication of 300 annotated transcriptions of manuscripts pertaining to Taney’s involvement in the Bank War during his tenure in Andrew Jackson’s cabinet.

\$100,000 (Principal Investigator, co-PI Katherine Romack (English) *Proposal Submitted Fall 2018, proposal not funded April 2019*) “Courage and Honor in Time of War” will build out the previously funded “War: Ancient and Modern” program, incorporating an annual Veterans’ Day lecture in downtown Pensacola and opening discussion-based colloquia up to all community members. Part of the NEH Dialogues on the Experience of War program.

\$62,000 (Contributor. Principal Investigator is Sara Martin, editor of the John Adams Papers. *Proposal submitted Fall 2017, funded December 2017. Planning grant period January 1, 2018 – June 30, 2019*) “A 21<sup>st</sup>-century Digital Platform for 19<sup>th</sup>-century Analog Content” funded by the NHPRC and the Mellon Foundation. Planning grant to be used to develop plans for a publishing co-op for digital editions housed on servers owned by the Massachusetts Historical Society. The Papers of Roger Brooke Taney is one of four projects included in this planning grant.

\$99,993 (Principal Investigator. *Proposal submitted Fall 2016, funded Spring 2017. Project grant period June 1, 2017 – June 1, 2019*) “War: Ancient and Modern” NEH Dialogues on the Experience of War project to introduce military veterans entering the University to the study of the humanities through discussion-based colloquia

\$1,425 UWF Office of Undergraduate Research grant to fund student travel to conference at Lee University on “The Limits and Potential of American Democracy,” October 2016. Three UWF students presented their papers on Alexis de Tocqueville at the conference.

One-year sabbatical awarded for 2017-18 academic year, Fall 2016 (sabbatical deferred until completion of Senate President term in August 2019)

\$7,000 John Templeton Foundation and the Institute for Humane Studies grant to fund two public lectures on constitutional law in the 2016-17 academic year.

\$5,000 UWF QEP grant to fund student travel and professional development pertaining to undergraduate Moot Court competition & POS 3613, Fall 2016

UWF Teaching Excellence Award, Spring 2016

\$295,705 (*proposal not funded*) NEH Scholarly Editions three year grant to fund scanning, transcription, editing and publication of the Papers of Roger Brooke Taney pertaining to his involvement in the Bank War during his tenure as Attorney General and Secretary of the Treasury under Andrew Jackson, 2016.

\$2,000 UWF SCAC research grant to fund travel to Library of Congress and Maryland Historical Society, review Roger Brooke Taney Collection, Perine Family Papers, Benjamin Robbins Curtis Papers, Caleb Cushing Papers, and the Papers of Andrew and John White Stevenson in preparation for submission of federal grant proposals to fund the first digital edition of the Papers of Roger Brooke Taney, Summer 2015

\$4,000 UWF CAS/RSP travel grant and course release to prepare grant proposals for Taney Papers project, Summer and Fall, 2014

\$2,000 UWF SCAC research grant to fund travel to Library of Congress in Washington D.C., review Carl Brent Swisher Manuscript Collection, and assess feasibility of moving forward with Taney Papers project, 2013

\$2,000 Jack Miller Center Constitution Day Initiative to support UWF Constitution Day lecture and luncheon, 2012

Nominee, SGA Distinguished Teaching Award: 2011-2012, 2017-2018

**Conference Papers and Roundtables**

*Reflections on the Education of Salmon P. Chase*  
Midwestern Political Science Association, 2019

*Rabbit Angstrom and John Updike on the Changing Dimensions of American Citizenship During the Post-War Era*  
Midwestern Political Science Association, 2018

*Jeffrey Rosen's Louis D. Brandeis: American Prophet* (roundtable)  
Midwestern Political Science Association, 2017

*The Constitution and Negative Space: Unearthing the Principles of American Constitutionalism in Madison's Notes*  
American Political Science Association, 2015

*Justice Brandeis and the Changing Law of the Family*  
Southern Political Science Association, 2015

*Reflections on the Marriage of Dred Scott*  
Northeastern Political Science Association, 2014

*Preserving the Seminar Experience in the Face of Emerging Technologies* (w/ Jocelyn Evans)  
American Political Science Association Teaching and Learning Conference, 2014

*John Rawls, Leo Strauss and the Theologico-Political Problem*  
Midwestern Political Science Association, 2013

*Cymbeline and the Origins of Modern Liberty*  
American Political Science Association, 2012

*Sustainable Development and American Federalism*  
Midwestern Political Science Association, 2012

*Mr. Justice Brandeis and the Tea Party*  
Southern Political Science Association, 2012

*Distributive Justice and the Modern Welfare State*  
Southern Political Science Association, 2012

## Department Service

### **Searches**

Departmental Advisor, Spring 2019  
Spanish Lecturer (Committee Chair), Spring 2018  
Assistant Professor, International Relations, Fall 2015  
Assistant Professor, American Politics, Fall 2015  
Assistant Professor, International Relations, Fall 2015  
Assistant Professor, International Relations or Comparative Politics, Spring 2015  
Assistant Professor, International Relations, Fall 2011  
Assistant Professor, International Relations, Fall 2012 – Spring 2013

### **Subcommittees**

Askew Fellowship and Scholarship Policy subcommittee, Spring 2019  
Graduate Admissions subcommittee, 2017 - present  
Recruitment and Retention subcommittee, 2016 - present  
Budget and Planning subcommittee, 2016 – present  
Faculty Mentoring subcommittee, Spring 2016  
Enrollment Management subcommittee, 2013-2014  
Professionalizing the Major subcommittee, 2013-2014  
College Organization Among UWF Peer and Aspirant Institutions (Study for College Reorganization, Fall 2013)

### **Faculty Mentorship**

Adam Cayton, 3<sup>rd</sup> year review committee (Chair) Spring 2019  
Brian Crisher, 3<sup>rd</sup>-year review committee Spring 2019  
Jacob Shively, Summer 2016 – present

### **MA Comprehensive Exams**

Spring 2019: Scarlett Munoz-Perez  
Fall 2018: Kelly Dutton  
Summer 2018: Joe Haber, Katherine Proctor  
Spring 2018: Rafael Garcia, Damon Hickey, Malica Staples, Evelyn Vanderbeck  
Fall 2017: Robert Lee, Oscar Griffin  
Fall 2016: Elizabeth McDonald  
Summer 2016: Lamar Estridge, Harrison Woerner  
Fall 2015: Brenton Avery  
Spring 2014: Mary Ann Johansen  
Spring 2012: Gwyn Ellsworth

### **MA Thesis**

Fall 2011: Kyrsten York

### **Summer Service**

Department Bylaw Revisions, Summer 2016  
Tableau data analytics training, Summer 2015

College Service

**CASSH Personnel Committee**

Fall 2018 – present

**Ad Fontes Reading Group**

Aristotle: *Nicomachean Ethics*, Fall 2017

Aristotle: *De Anima*, Spring 2018

Cicero: *De Amicitia*, Fall 2018

Lyric Poetry and Greek Comedy, Spring 2019

**Student Organizations**

Moot Court Society Advisor/Coach, Fall 2010 – Present

Transform Party Advisor, Spring 2019

## University Service

### **Faculty Senate**

President, Fall 2017 – present  
Academic Council, Fall 2017 – present  
Executive Committee, Fall 2016 – present  
Governance Committee (Chair), Fall 2016 – Spring 2017  
CASSH at-large rep, Fall 2015 - present

### **Quality Enhancement Plan (QEP)**

CASSH QEP Liaison, August 2015 – August 2018  
QEP rep, New Faculty Resource Fair, August 2015

### **Student Scholar Symposium**

“The Passions of John Milton” Panel Chair and Discussant, Spring 2019  
“Shakespeare’s Politics” Panel Chair and Discussant, Spring 2018  
“Classical Political Philosophy” Panel Chair and Discussant, Spring 2017

### **UWF Commencement**

Fall: 2014 – 2018 (College Marshal – 2015)  
Spring 2011 – 2019 (College Marshal – 2013)

### **UWF Convocation**

2014 – 2018

### **Fall Faculty Forum**

2010, 2012-15, 2017-18

### **Honors**

Thesis Advisor – Eleanor Pearce, Fall 2016 – Spring 2017  
Honors Program Committee, Spring 2012 – October 2015

### **Office of Undergraduate Research**

Advisory Board, Spring 2017 - Present  
Grant Reviewer, September and December 2015

### **Constitution Day Luncheon**

Coordinator, 2010 - 2018

### **CUTLA**

“Teaching Graduate Seminars” – New Faculty Orientation, Summer 2016

### **Searches**

AVP of Digital Learning Innovation Search, Spring 2018  
UWF Library Circulation Director search, Spring 2015  
UWF Honors coordinator search, Fall 2014

### **Miscellany**

Intellectual Property Work Group, Spring 2019

Cybersecurity Conference (CAE ELF), Spring 2019  
Presidential Inauguration, Spring 2017  
UWF Advising Summit Keynote Lecture, Spring 2015  
UWF President's Scholarship Interviews, Spring 2015  
Pre-Law Advisor, Spring 2011 –  
Chair, Parking and Transportation Advisory Committee, Fall 2013 – October 2015  
Parking and Transportation Advisory Committee, Spring 2011 – October 2015  
Campus Read, Charles Murray's *Coming Apart* – February 4, 2013  
UFF-hosted forum to discuss non-union faculty members' concerns going into CBA  
negotiations, February 16, 2013  
UWF prospective student orientation, Fall 2010 – 2013

**Community Service / Interviews**

- Interview, Jacob, a UWF journalism student preparing a piece on old socialism and new socialism in American politics
- Interview, Kelly Wu, in preparation for history fair presentation on Theodore Roosevelt's involvement in construction of the Panama Canal, Fall 2015
- Interview, Bob Barrett, for WUWF article on Supreme Court's ruling in *King v. Burwell*, June 25, 2015
- Interview, Julia Thorpe, for feature article on a recent free speech case in New Mexico, Fall 2014
- Interview, Sarah and Christopher Puchner, in preparation for national history fair presentation on eminent domain, Spring 2014
- Interview, Kelly Wu, in preparation for 9<sup>th</sup> grade history fair presentation on antitrust law, Fall 2013
- Interview, Talk Radio 850 AM, "Do we need to amend the Constitution?" Fall 2013
- Interview, *Voyager*, on Prof. Lawler's talk, Fall 2013
- Interview, Nicholas Villanova, in preparation for high school state history fair presentation on origin of Bill of Rights, April 30, 2013
- Interview, *Voyager*, on Prof. Gaddie's talk, Constitution Day 2012
- Phone interview, *Pensacola News Journal*, on state constitutional amendments on November ballot, October 2, 2012
- Phone interview, *Pensacola News Journal*, soliciting my views on the Obamacare ruling of the Supreme Court in *National Federation of Independent Business v. Sebelius*, October 27, 2012.
- Interview, Sarah Puchner, in preparation for her 6<sup>th</sup> grade history fair presentation "Cry in the Courtroom: *Gideon v. Wainwright*" won 1<sup>st</sup> place regionally and advanced to National History Fair, March 2012.
- Interview, Brianna Leatherwood, in preparation for her 8<sup>th</sup> grade history fair presentation on the *Standard Oil* decision, March 2012
- Interview, Chris Terry, UWF student documentary on "Political Participation and the Problem of Apathy," April 11, 2011.
- Interview, Jordan Renfro, in preparation for history fair project on Pure Food and Drug Act of 1905, January 7, 2011.



**Professional Activities and Public Presentations**

**Professional Development**

Florida SUS Board of Trustees Summit and Board of Governors meeting – presentations on emerging issues in higher education, approval of UWF’s proposal to offer a PhD in Intelligent Systems and Robotics, November 6 – 9, 2018, Boca Raton, FL

UWF RSP/CREO two-day workshop on fellowships and grant-writing in the Humanities, led by Alan Rutenberg, Office of Research and Engagement at UT Knoxville, May 2 – 3, 2016

National Council on Undergraduate Research (NCUR) Annual Conference – selected as one of ten UWF faculty to attend in preparation for a bid to host the conference in 2021 April 7 – 10, 2016, Asheville, NC

National Endowment for the Humanities (NEH) Summer Institute for College and University Teachers, “Medieval Political Philosophy: Islamic, Jewish and Christian” June 16 – July 11, 2014, Gonzaga University

Association for Documentary Editing (ADE) Summer Institute July 20 – 24, 2014, Louisville, KY

### Book Reviews

Frederic R. Kellogg, *Oliver Wendell Holmes, Jr. and Legal Logic*. Chicago: University of Chicago Press, 2018 in CHOICE: Current Reviews for Academic Libraries, January 2019.

Robert A. Ferguson, *Practice Extended: Beyond Law and Literature*. New York: Columbia University Press, 2016 in CHOICE: Current Reviews for Academic Libraries, August 2017.

Carson Holloway, *Hamilton versus Jefferson in the Washington Administration*. New York: Cambridge University Press, 2016 in CHOICE: Current Reviews for Academic Libraries, August 2016.

Mordecai Lee, *The Philosopher-Lobbyist: John Dewey and the People's Lobby, 1928-1940*. Albany, NY: SUNY Press, 2015 in CHOICE: Current Reviews for Academic Libraries, February 2016.

John Bronsteen, Christopher Buccafusco, Jonathan S. Masur, *Happiness & The Law*, Chicago: University of Chicago Press, 2015 in CHOICE: Current Reviews for Academic Libraries, October 2015.

Danielle Allen, *Our Declaration: A Reading of the Declaration of Independence in Defense of Equality*, New York: W.W. Norton & Co., 2014 in CHOICE: Current Reviews for Academic Libraries, January 2015.

Richard A. Epstein, *The Classical Liberal Constitution*, Cambridge, MA: Harvard University Press, 2014 in CHOICE: Current Reviews for Academic Libraries, September 2014

### **Section Chair**

Midwestern Political Science Association, 2018-2019, Foundations of Political Theory

Florida Political Science Association, 2011-2012, Political Theory

### **Panel Chair**

“Lessons of the Early American Republic”  
Midwestern Political Science Association, 2017

“Marriage and the Family in American Jurisprudence”  
Midwestern Political Science Association, 2015

“Alexis de Tocqueville: Geography, History, Representation, and Revolution”  
Midwestern Political Science Association, 2013

“Space, Expansion and Environment”  
Midwestern Political Science Association, 2012

“Theoretical and Practical Challenges”  
Florida Political Science Association, 2012

“Aspects of Aristotle”  
Southern Political Science Association, 2012

**Panel Discussant**

“The Role of Governments in Imaginative Worlds: Possibilities and Limits”  
Midwestern Political Science Association, 2018

“Political Virtue and Philosophic Knowledge in Classical Political Philosophy”  
Midwestern Political Science Association, 2017

“Lessons of the Early American Republic”  
Midwestern Political Science Association, 2017

“Marriage and the Family in American Jurisprudence”  
Midwestern Political Science Association, 2015

“Political Thought in the Founding Generation”  
Northeastern Political Science Association, 2014

“Popular Culture and Politics Today”  
‘Pop Culture, Real Culture and American Politics’ Conference, Berry College, Fall 2012

“Theoretical and Practical Challenges”  
Florida Political Science Association, 2012

“Aspects of Aristotle”  
Southern Political Science Association, 2012

“Walker Percy on Science and the Soul”  
‘Stuck with Virtue’ Conference, Berry College, November 2010

### Invited Presentations

*Great Books and the Good Life*  
Berry College, Spring 2019

*The Kavanaugh Court? What to Expect from Trump's Second Supreme Court Pick*  
Pensacola League of Women Voters, Winter 2019

*Educating the Chief: Lessons from the Memoirs of Roger Taney and Earl Warren*  
“Hail to the Chief (Justice): An Examination of the Evolution of the Supreme Court”  
Annual Conference on America's Founding Principles, Christopher Newport University,  
October 2018

*Supreme Court Preview: Cases to Watch in the 2018 – 19 Term*  
UWF Leisure Learning Society, Fall 2018

*Who Picks the Winners? An Insider's View of the NEH Panel Review Process*  
UWF RSP Spring Grant-Writing Workshop, May 2018

*Grant-writing in the Humanities*  
Department of Government brown-bag, Fall 2017

*Freedom of Speech and Press in the Common Law*  
Kinder Institute on Constitutional Democracy workshop for Educators, June 2017

*Supreme Court Preview: Cases to Watch in the 2016 – 17 Term*  
UWF Leisure Learning Society, Fall 2016

*Using Turnitin to Provide Robust Feedback on Written Work*  
UWF CUTLA Faculty Friday Session, Fall 2015

*Supreme Court Preview: Cases to Watch in the 2015-16 Term*  
UWF Leisure Learning Society, Fall 2015

*Intellectual Property and the Constitution: Article I, Section 8, Clause 8 in Context*  
UWF Constitution Day roundtable, September 2015

*Supreme Court Preview: Cases to Watch in the 2014-2015 Term*  
UWF Leisure Learning Society, Spring 2015

*Documentary Editing and the Preparation of Digital Editions*  
Visiting Lecturer for Prof. Pursell's Graduate Seminar in Early American Studies, Fall 2014

*The Founders, Hobby Lobby and the HHS Mandate*  
Mercer University's Seventh Annual A.V. Elliott Conference on Great Books and Ideas,  
April 2-3, 2014

*The Supreme Court's 2014 Term*  
UWF Leisure Learning Society, Spring 2014

*Recent Supreme Court Rulings on Intellectual Property: Biological Patents*  
Pensacola DAR, Constitution Day 2014

*Judicial Review, Judicial Activism: An Introduction to the United States Supreme Court*  
UWF Constitution Day (breakout session for Escambia County Social Studies Teachers)  
September 2013

*Liberal Arts Education and the Problem of Technology*  
'The Future of Liberal Arts in America' Conference, Berry College, Spring 2013

*Debating the War Powers of the Executive* (w/ Dr. Michael A. Bailey, Berry College)  
UWF Constitution Day (breakout session for Escambia County Social Studies Teachers)  
September 2011

*The Spirit of the Lawyer in American Democracy*  
Mercer University's Fourth Annual Conference on Great Books and Ideas, April 2011

*Hobbes on Thucydides, Civil War, and the Nation-State*  
UWF Leisure Learning Society, Spring 2011

*The Mayflower Compact and the Origins of American Constitutionalism*  
UWF Constitution Day (breakout session for Escambia County Social Studies Teachers),  
September 2010

### **Manuscript Reviewer**

*Vanderbilt University Press*  
*Perspectives on Political Science*  
*The European Legacy*  
*Journal of Church and State*

### **Guest Lecturers**

James Stoner, Constitution Day 2010  
Lanny Ebenstein, Spring 2011  
Michael Bailey, Constitution Day 2011  
Walter Block, Spring 2012  
Stanley Fish, Spring 2012  
Keith Gaddie, Constitution Day 2012  
Gordon Wood, Spring 2013  
Charles Kesler, Spring 2013  
Carl Bernstein, Spring 2013  
Alan Keyes, Fall 2013  
Peter Lawler, Fall 2013  
Ambassador Hank Cooper, Fall 2013  
Terri Fine, Constitution Day 2013

James Otteson, Spring 2014  
Will Ruger, Spring 2014  
Terry Terrell, Fall 2014  
James Otteson, Spring 2015  
James Ceaser, Spring 2015  
Eric Whitacre, Spring 2016  
Adam Carrington, Constitution Day 2016  
Keith Whittington, Spring 2017  
Judges Jan Shackelford, John Miller, JJ  
Frydrychowicz and Kerra Smith, Spring  
2017  
Matthew Brogdon, Constitution Day 2017

**Presentations, Publications, Awards and Experience Prior to UWF**

*Can Courts Regulate the Economy? A Critique of the Chicago School of Antitrust Analysis*  
Midwestern Political Science Association, 2009

“A Tale of Two Liberals: Re-discovering American Liberalism in Flannery O’Connor’s *The Barber*” in *Democracy Reconsidered* ed. Elizabeth Kaufer Busch and Peter Augustine Lawler (Lanham, MD: Lexington Books, 2009).

*Leegin v. PSKS, the Rule of Reason and the Roberts Court*  
Southern Political Science Association, 2008

*Paul Thomas Anderson’s Cinema of American Civil Society*  
Southern Political Science Association, 2008

“*Political Philosophy Comes to Rick’s: Casablanca and American Civic Culture*”  
Panel Discussant, Berry College conference on Politics and Film, Fall 2007

Participant, Summer Faculty Development Institute, Jack Miller Center for Teaching  
America’s Founding Principles and History, Summer 2007

Graduate Student Fellow, Teacher Assistant Preparation Program, Baylor University  
Graduate School, Fall 2006 - Spring 2007

Teaching Apprentice to Dr. David Nichols and Discussion Section Tutor, American  
Constitutional Development, Fall 2006

Teaching Apprentice to Dr. David Nichols—Social World II, Baylor Interdisciplinary Core,  
Spring 2006

*A Tale of Two Liberals: Reflections on Flannery O’Connor’s The Barber*  
9<sup>th</sup> Annual Conference on Politics, Religion, Culture, and Community, Oglethorpe  
University, 2006

*Augustine and Locke on Liberty*  
Southwestern Political Science Association, 2006

*Augustine and Locke on the Church*  
Midwestern Political Science Association, 2006

“Political Prophecy? Some Notes on Flannery O’Connor’s *The Violent Bear It Away*,”  
*Perspectives on Political Science* 34 (2005) 193-201.

Facilitator, Touchstones Discussion Project, Spring 2005

Earhart Fellowship, 2005-2007

Baylor University Presidential Scholarship, 2005-2010

*Last Updated 5.31.2019*



## Jacob Shively

Pensacola, FL 32514

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### EDUCATION

Ph.D. Political Science, Indiana University, Bloomington. May 2014.

DISSERTATION: *Lost Ambition: Grand Strategy Stability and Abandoned Change in the Jimmy Carter and George W. Bush Administrations*

COMMITTEE: William R. Thompson (chair), Karen Rasler, Dina Spechler, Nicholas Cullather (Department of History)

FIELDS: International Relations  
Political Theory  
Comparative History (outside minor)

B.A. (Highest Distinction) Indiana University-Purdue University Indianapolis (IUPUI) 2005

MAJOR Political Science

MINORS History, Spanish

### PROFESSIONAL EXPERIENCE

Assistant Professor, University of West Florida, Department of Government, 2013-Present

Associate Faculty, Indiana University-Purdue University Indianapolis, Department of Political Science, 2006–2013

Associate Instructor, Indiana University Department of Political Science, 2005-2011

### TEACHING

#### Courses Developed & Taught

Introduction to American Politics

Introduction to Political Theory

International Politics

Comparative Politics

International Law

Causes of War

Religion and International Politics

American Foreign Policy

Grand Strategy

Cyber, Drones & National Security

Model United Nations

International Relations, MA Seminar

Foreign Policy, MA Seminar

Emerging Tech & Nt'l Security, MA Seminar

Int'l Politics and Religion, MA Seminar

#### Courses Assisted or Led

American Political Controversies

Analyzing Politics

Ethics and Public Policy

War: Ancient and Modern

#### Online Courses Developed & Managed

International Politics

International Law

*Other Teaching Interests:* International Studies (overview/introduction)  
Political Thought – international

*Advising* Model UN and World Affairs Organization. University of West Florida, 2013–present.

## RESEARCH

### **Research Interests**

*International Relations:* US Foreign Policy and Grand Strategy, International Security and War, Strategic Studies, Cybersecurity & other emerging tech in National Security, IR Theory, International and Diplomatic History, Religion and International Politics

*Political Philosophy:* Normative International Relations Theory, Intellectual History: Strategy and International Order, Civilization and IR, International Law

### **Book and Scholarly Articles**

‘Good Deeds Aren’t Enough’: Point Four in Iran. *Diplomacy and Statecraft*. 29(3): September. 2018. (Forthcoming)

Hope, Change, Pragmatism: Analyzing Obama’s Grand Strategy. New York, NY: Palgrave Macmillan. June 2016. (Hardcover). ISBN 9781137576972.

Jonathan N. Brown, Scott Pegg and Jacob W. Shively. Consensus and Divergence in International Studies: Survey Evidence From 140 International Studies Programs. *International Studies Perspectives* 7(3): 267-286. 2006.

### **Encyclopedic Entries**

‘Balance of Power.’ In Paul Joseph, ed. SAGE Encyclopedia of War: Social Science Perspectives. pp 137-139. Thousand Oaks, CA: SAGE Publications. 2017. ISBN 9781483359892

‘Clash of Civilizations.’ In Paul Joseph, ed. SAGE Encyclopedia of War: Social Science Perspectives. pp 312-314. Thousand Oaks, CA: SAGE Publications. 2017. ISBN 9781483359892

‘State, concept and formation of.’ In Paul Joseph, ed. SAGE Encyclopedia of War: Social Science Perspectives. pp 1624-1625. Thousand Oaks, CA: SAGE Publications. 2017. ISBN 9781483359892

### **Book Reviews**

Mark Amstutz. *Evangelicals and American Foreign Policy*. New York, NY: Oxford University Press. 2014. 272 pp. \$29.25 (Hardcover). ISBN 9780199987634. In *Politics, Ideology and Religion*. 16(2). 2015.

Dan Caldwell. *Vortex of Conflict: U.S. Policy Toward Afghanistan, Pakistan, and Iraq*. Stanford, CA: Stanford University Press. 2011. 408pp. \$25.95 (Paperback). ISBN 9780804776660. In CPS Newsletter. November-December, 2011.

### **Grant Application**

Primary Investigator. Ezhil Kalaimannan, Co-PI. Assessing Cybersecurity Implementation in the Context of US National Security Institutions. Security and Trustworthy Cyberspace: Education: Research Undergraduate Institution. National Science Foundation. December 2017.

### **Working Papers**

Book Manuscript: Make America First Again: Analyzing Trump's Grand Strategy

Bobby Lint and Jacob Shively. George W. Bush's Decision to Combine 'Shock and Awe' with a 'Light Footprint': Rational Actor, Bureaucratic Politics, or Polythink Syndrome?

From Defense to Deterrence: Strategy, Inertia, and Cybersecurity in The G.W. Bush and Obama Administrations

Prosaic Revolution: Strategy, Law, and Lethal Drones

Fact and Prescription: Grand Strategy and Constraint in Early WWII Germany and Japan

### **Professional Papers**

"Analyzing Grand Strategy as Empirical Phenomenon During the Trump Administration." Presented at the ISSS-IS Conference, West Lafayette, IN, Purdue University. November 9-11.

"Fact and Prescription: Grand Strategy and Constraint in Early WWII Germany and Japan." Presented at the ISSS/ISAC Conference, Washington, D.C., American University. October 13-14, 2017.

"Grand Strategy, Inertia and Cybersecurity: The Bush and Obama Administrations." Presented at the ISSS/ISAC Conference, South Bend, IN, Notre Dame. November 4-6, 2016.

"A Conservative Revolution: Studying Obama's Grand Strategy." Presented at the Midwest Political Science Association National Conference, Chicago. April 6-10, 2016.

"Drones as Tools of the State System." Presented at the symposium Reconfiguring Global Space: The Geography, Politics, and Ethics of Drone War, School of Global and International Studies, Indiana University, Bloomington. July 13-17, 2015.

"Grand Strategy Constraints and Feedback during the GW Bush and Obama Administrations." Presented at the American Political Science Association Conference, Washington, D.C. September 27-31, 2014.

"Comparing Jimmy Carter's and George W. Bush's Failed Strategic Initiatives." Presented at the Southern Political Science Association Conference, New Orleans. January 9-11, 2014.

“Abandoning Strategy: Assessing Negative Feedback and the Bush Doctrine.” Presented at the International Studies Association Conference, San Francisco. April 3-7, 2013.

“Constraints of Grand Strategy: The Bush Doctrine and Parameters of Stability and Change.” Presented at ISSS/ISAC Conference, Chapel Hill, NC. October 3-5, 2012.

“The Constraints of Grand Strategy: The Bush Doctrine and Great Power Reactions to Crisis.” Presented at World International Studies Conference, Porto, Portugal. August 17-20, 2011.

“Reinhold Niebuhr and Prescriptions for International Leadership.” Presented at Christians in Political Science Conference, Memphis. June 3-5, 2010.

“Ideology and Framing in the Political Mobilization of Parachurch Organizations.” Presented at Midwest Political Science Association National Conference, Chicago. April 22-24, 2010.

“The Bush Doctrine and Grand Strategic Change.” Presented at International Studies Association, New Orleans. February 16-21, 2010.

“Edmund Burke and Contemporary Prescriptions for International Leadership.” Presented at International Studies Association – Midwest, St. Louis. November 2-8, 2009.

“Explaining British-Chinese Divergence through Comparative Strategic Scopes.” Presented at the International Society for the Comparative Study of Civilizations Annual Conference, University of Western Michigan. June 3-7, 2008.

“The Scope of Grand Strategy: Proposing a Research Agenda.” Presented at Midwest Political Science Association National Conference, Chicago. April 2-5, 2008.

“Grand Strategy Lifecycles and Systemic Transitions: Purview and Pivotal Moments.” Presented at Systemic Transitions Conference, Indiana University. May 13-15, 2007.

### **Scholarly Discussant**

Foreign Policy in the Computer Age. Panel at the ISSS-IS Conference, West Lafayette, IN, Purdue University. November 9-11.

Panel Organizer and Discussant: Cyber and Grand Strategy. Panel at the ISSS/ISAC Conference, Washington, D.C., American University. October 13-14, 2017.

International Law and Ethics of Security Policy. Panel at the ISSS/ISAC Conference, Washington, D.C., American University. October 13-14, 2017.

### **Other Writing**

“Viewpoint: Nationalism or Nah? Election 2016.” *Pensacola News Journal*. 4 Nov 2016.

“Viewpoint: What is our role in the world?” *Pensacola News Journal*. 12 Jun 2016.

“Revising Civilization.” Blog: IcarusInterstellar.org. 28 Jan 2015.

“Should the West trade Crimea for the Ukraine? If Putin wins the round, he will still lose the game.” MecatorNet.com. March 11, 2014.

“Bombs Over the Border: The US makes a strong case that its military interventions in Pakistan are just and legal. Whether they’re good is another question.” MercatorNet.com. February, 10 2012.

### **Methods and Skills**

Qualitative – Case Study and Archival, Comparative History

Quantitative –STATA and similar statistical applications

Language – Spanish (Proficiency Certification)

## **SCHOLARLY SERVICE**

### **Reviewer**

Book Review – chapters from Glenn Hastedt and William Felice *Introduction to International Politics: Global Challenges and Policy Responses* Rowman and Littlefield. Oct 2018.

Proposal Review – Greg Cashman and Leonard C. Robinson *An Introduction to the Causes of War: Patterns of Interstate Conflict from World War I to Iraq* 2nd Ed. Rowman and Littlefield. Sep 2018.

Chapter Review – SAGE. Summer 2018.

Book Review – Pearson. Fall 2017 and Summer 2018.

Book Review – Rowman & Littlefield, Fall 2017.

Article Reviewer – *Diplomacy and Statecraft*, 2016

Book Proposal Review – Rowman & Littlefield, Fall 2015

Book Review – SAGE Press, Spring 2015

Book Review – *Introduction to Global Politics*, 2<sup>nd</sup> ed. Steven Lamy, et al. eds. Oxford University Press, 2013.

Article Reviewer – *Journal of the Scholarship of Teaching and Learning*, 2012.

### **Briefings, Panels & Talks**

Briefing. “Cyberspace Survey Project.” Air Force Science and Technology Conference. University of South Florida, Tampa, FL. 25 Apr 2018.

Briefing. “Afghanistan and American Strategy.” 2<sup>nd</sup> Battalion, 7<sup>th</sup> Special Forces Group (Airborne). Duke Field, Eglin Air Force Base. 12 Feb 2018.

Course. “Analyzing Issues in International Politics,” four sessions. Royal Saudi Naval Forces Senior Leadership Course. Mar-Apr. NETSAFA International Training Center, NAS Pensacola. 2017.

*Briefing.* “Roots of Radicalism.” International Anti-Terrorism/Piracy Program (IATP), Nov-Dec. NETSAFA International Training Center, NAS Pensacola. 29 Nov 2016.

*Briefing.* “Roots of Radicalism.” International Anti-Terrorism/Piracy Program (IATP), July-August. NETSAFA International Training Center, NAS Pensacola. 26 July 2016.

*Briefing.* “US Foreign Policy and the Middle East.” CENTCOM Theater Course for Air Force Special Operations: CTSOF 16D. Joint Special Operations University (JSOU), Tampa, FL. 12 July 2016.

*Guest Speaker* with Michelle H. Williams – “Radicalism, ISIS and National Security.” Downtown Lecture Series, UWF College of Arts, Social Sciences and Humanities. Pensacola, FL. 31 Mar 2016.

### **Media**

Interview, “What in the internet world is net neutrality? We break it down,” by Lauren Wolfe, ABC affiliate WEAR-TV, Pensacola. 30 Nov 2017.

Interview, “President Trump’s UN remarks well received in Northwest Florida,” by David Gonzalez, ABC affiliate WEAR-TV, Pensacola. 19 Sep 2017.

Interview, “What are the Strategies in Syria?” *Pensacola Speaks* with Rick Outzen. WCOA News Talk 1370 Radio. 11 April 2017.

Interview, “Pragmatic Internationalism.” *Pensacola Magazine*. Jul/Aug 2016. 50-51.

Interview, “Orlando Shooting: Understanding national security risk.” *Pensacola Speaks* with Rick Outzen. WCOA News Talk 1370 Radio. 13 June 2016.

Interview, “New Book Considers Obama Foreign Policy Strategy.” WUWF Public Radio. 31 May 2016.

Interview, “The ISIS Threat.” *Pensacola Speaks* with Rick Outzen. WCOA News Talk 1370 Radio. 30 Mar 2016.

Interview, “ISIS to be the Subject of Downtown Lecture Series.” WUWF Public Radio, Pensacola. 28 Mar 2016.

Interview, US Foreign Policy and Cuba, ABC affiliate WEAR-TV, Pensacola. 21 Mar 2016.

Interview, The Situation in Ukraine, ABC affiliate WEAR-TV, Pensacola. 17 Mar 2014.

Interview, The Situation in Syria, ABC affiliate WEAR-TV, Pensacola. 28 Aug 2013.

Interview, “Democracy Unlikely in Egypt.” *Pensacola News Journal* 3 Jul 2013.

Guest, “Drones and US Foreign Policy.” *Consider This* WIPX, Indianapolis. 24 Mar, 2013. Television.

Guest, “Foreign Policy in the Obama Administration.” *Consider This* WIPX, Indianapolis. 31 Mar 2013. Television.

Discussant, “Most and Least Hopeful Events of 2012.” *Consider This* WIPX, Indianapolis. December 29, 2012. Television.

Discussant, “Best and Worst Leaders of 2012.” *Consider This* WIPX, Indianapolis. 22 December 2012. Television.

### **Campus Events**

*Panelist* – “The Constitution and American Higher Ed.” University of West Florida Constitution Day Event. 21 Sep, 2018.

*Moderator* – Paris Climate Agreement: Discussion on Climate Change. Hosted by the UWF World Affairs Organization. Nov 2, 2017.

*Panelist* – Global Village Roundtable Discussion, Recording via UWF Innovation Institute. Voices Pensacola. Oct 23, 2017

*Panelist* – International Perspectives on the Trump Administration. Hosted by the UWF World Affairs Organization. Mar, 2017.

*Moderator* – International Perspectives on the 2016 Election. Hosted by the UWF World Affairs Organization. Nov 14, 2016.

*Panelist* – “The Constitution and US Foreign Policy.” University of West Florida Constitution Day Event. 18 Sep, 2015.

*Moderator* – Policy Talk: US-Cuba Relations and Détente. Hosted by the UWF World Affairs Organization. Apr 9, 2015.

*Moderator* – Policy Talk: America, Intervention and ISIS. Hosted by the UWF World Affairs Organization/Model UN. Feb 26, 2015.

*Moderator* – Policy Talk: Syrian Peace Talks Raise Questions on American Civil Liberties. Hosted by the UWF World Affairs Organization/Model UN. Feb 12, 2014.

### **Other Contributor**

*Senior Analyst* – WikiStrat. 2016.

*Researcher* – Project Astrolabe – unit of the nonprofit organization Icarus Interstellar. 2014 – 2016.

## HONORS AND AWARDS

*LEAD: The Faculty Version*, sponsored by the Provost/Senior Vice President, University of West Florida, 2018-2019

*GROW Institute Summer Grant*, University of West Florida, 2017

*UWF Student Government Association Distinguished Teaching Award Finalist* 2017

*Future Faculty Teaching Fellow*, Indiana University 2012-2013

*Greenough Memorial Fund for Conference Travel*, Department of Political Science 2012

*Best Paper, International Relations*, IUB Political Science Graduate Conference, 2012

*Greenough Memorial Fund for Conference Travel*, Department of Political Science 2010

*John P. Lovell Award* (for Foreign Policy Research), Department of Political Science 2009

*Greenough Memorial Fund for Conference Travel*, Department of Political Science 2009

*Robert V. Kirch Political Science Scholarship*, Department of Political Science 2004

*McNair Scholars Program*, IUPUI 2004-2005

*Undergraduate Research Opportunity*, IUPUI 2003-2004

## PROFESSIONAL AFFILIATIONS

Member, American Political Science Association

Member, International Studies Association

Member, Southern Political Science Association

## UNIVERSITY SERVICE AND PROFESSIONAL DEVELOPMENT

### Committees

- *Member* – General Education Committee, University of West Florida. 2015–present.
- *Member* – Elections Committee: College of Arts, Social Sciences and Humanities. 2014–2018. *Chair* – 2016-2018.
- *Member* – College of Arts, Social Sciences and Humanities Communications Advisory Group. 2016–2017.
- *Student Member* – Committee to Establish an International Studies Major, IUPUI School of Liberal Arts. 2004-2005.



### **Departmental Working Groups and Initiatives**

- MA International Affairs Curriculum Proposal, 2018-2019
- BA International Studies Curriculum Revision, 2017-2018
- University cybersecurity program initiatives: departmental development, liaising. 2014–present.
- Departmental Review of Curriculum and Assessment, 2016-2017.
- Strategic and Security Studies initiative: departmental development, liaising. 2014–2016.
- IR/Comparative Search Committees. Spring 2015, Fall 2015.
- Gen Ed Assessment; Professional Development. 2013-2014.

### **Other Service & Professional Development**

- *Workshop* - I-Corps Train the Trainer Program (NSF initiative). Building 4, UWF Main Campus. 26-27 Feb 2018. Hosted by Donovan Chau, Director of Strategy and Engagement, UWF OEDE.
- *Reviewer/Participant* – Peer Review of Assessment, General Education, University of West Florida. UWF Conference Center. Oct 4, 2013; Nov 2, 2017.
- *Interviewer* – UWF President’s Scholarship Competition. Jan 2014; Oct 2014; Jan 2015; Jan 2016; Dec 2016; Dec 2017.
- *Grant Reviewer* – UWF Office of Undergraduate Research. Spring 2015; Fall 2015; Fall 2018.
- *Guest Speaker* – “ISIS and US Foreign Policy.” Leisure Learning Center. 22 Apr 2016.
- *Consulting* – The Global Corner. 2014-2015.
- *Designing a Quality Online Course* – Training completion. Jun 2014.
- *Presentation*, “Professional Strategy;” McNair Scholars Program, Indiana University-Purdue University Indianapolis. Nov 2, 2012.
- *Faculty Colloquium on Excellence in Teaching, FFTF Conference*, Indianapolis, July 13-15, 2012.
- *Panelist*, “Getting into Graduate School;” Graduate School Series, Indiana University. Fall 2011.
- *“Teaching the Research Process,”* Teaching and Learning Workshop, Indiana University Libraries, February 17, 2011.
- *Model EU and Model UN* – Participation and Group Leadership, 2004; 2005; 2008; 2011

## REFERENCES

Jocelyn Evans, Associate Dean

Bldg. 11  
College of Arts, Social Sciences and Humanities  
University of West Florida  
1100 University Pkwy.  
Pensacola, FL 32514  
Phone: (850) 474-2929

Scott Pegg, Professor of Political Science, IUPUI

Cavanaugh Hall, 504J  
IUPUI Department of Political Science  
425 University Blvd.  
Indianapolis, IN 46202  
Fax (317) 278-3280

William Thompson, Distinguished and Rogers Professor Emeritus

210 Woodburn Hall  
Indiana University Department of Political Science  
1100 E. 7th St.  
Bloomington, IN 47405-7110  
USA  
Phone: (812) 855-3738  
Email: wthompso@indiana.edu

Michelle Williams, Chair and Professor

Bldg. 50  
Department of Government  
University of West Florida  
1100 University Pkwy.  
Pensacola, FL 32514  
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LAST UPDATED: 1/8/2019

## **Michelle Hale Williams, Ph.D.**

**Department Chair and Professor of Political Science  
Department of Government  
University of West Florida  
11000 University Parkway  
Pensacola, FL 32514  
850-474-2347  
mwilliams@uwf.edu**

### **EDUCATION:**

**UNIVERSITY OF COLORADO**, Boulder, CO. Ph.D. May 2003

Dissertation: “Making Noise or Making Changes: The Impact of Radical Right Parties in France, Germany, and Austria.”

**VILLANOVA UNIVERSITY**, Philadelphia, Pennsylvania

Master of Arts: Political Science, May 1994

Thesis: “German Nationalism: The Right-Wing Opposes Immigration”

**WAKE FOREST UNIVERSITY**, Winston-Salem, North Carolina

Bachelor of Arts, Double Major: Political Science and English, May 1992  
Presidential Scholarship 1988-1992

### **PUBLICATIONS:**

#### **Books and Monographs**

Williams, Michelle Hale, ed. 2013. *The Multicultural Dilemma: Migration, Ethnic Politics, and State Intermediation*. New York / London: Routledge Press.

Williams, Michelle Hale. 2006. *The Impact of Radical Right-Wing Parties in West European Democracies*. New York: Palgrave Macmillan.

#### **Articles in Refereed Journals**

Williams, Michelle Hale. 2015. “Are Radical Right-wing Parties the Black Holes in Empty Space?” Implications and Limitations in Impact Assessment of Radical Right-wing Parties.” *Ethnic and Racial Studies* 38.8: 1329-1338.

Williams, Michelle Hale. 2015. "Using Simulations in Linked Courses to Foster Student Understanding of Complex Political Institutions." *Journal of Political Science Education* 11. 3: 332-346.

Williams, Michelle Hale. 2013. "Tipping the Balance Scale? Rightward Momentum, Party Agency and Austrian Party Politics." *Journal of Contemporary European Studies* 21.1: 68-86.

Williams, Michelle Hale. 2011. "A New Era for French Far Right Politics? Comparing the FN under Two Le Pens." *Análise Social* 46.4: 679-95.

Williams, Michelle Hale. 2010. "Can Leopards Change Their Spots? Between Xenophobia and Trans-ethnic Populism among West European Far Right Parties." *Nationalism and Ethnic Politics* 16.1: 111-34 (March).

\*Williams, Michelle Hale. 2009. "Kirchheimer's French Twist: A Model of the Catch-all Thesis Applied to the French Case." *Party Politics* 15:5 (September).

\*I am also the Guest Editor for the special issue of *Party Politics* in which this article appears. Special Issue Title: "Catch-All in the 21<sup>st</sup> Century? Revisiting Kirchheimer's Thesis 40 Years Later"

Williams, Michelle Hale. 2008. "Kirchheimer Revisited: Party Polarization, Party Convergence, or Party Decline in the 2005 German Elections." *German Politics* 17:2 (June).

Williams, Michelle Hale and Jocelyn Jones Evans. 2008. "Factors in Information Literacy Education." *Journal of Political Science Education* 4:1 (January).

Williams, Michelle Hale, Kymberly Goodson and Gary Howard 2006. "Weighing the Research Paper Option: The Difference that Information Literacy Skills Can Make." *PS: Political Science and Politics* 39 (July): 513-19.

### **Book Chapters**

Williams, Michelle Hale. 2018. "Political Impact of the Radical Right" In *The Oxford Handbook of the Radical Right*, ed. Jens Rydgren. New York: Oxford University Press.

Safran, William and Michelle Hale Williams. 2018. "The Context of French Politics" "France: Where is the Power?" "France: Who has the Power?" "France: How is Power Used?" "What is the Future of French Politics?" In *Politics in Europe*, seventh edition. Washington D.C.: Sage CQ Press.

-5 book chapters in 1 edited book

Williams, Michelle Hale. 2013. "Evaluating Party Politicization of Immigration." In *The Multicultural Dilemma: Migration, Ethnic Politics, and State Intermediation*, ed. Michelle Hale Williams. New York / London: Routledge Press.

Williams, Michelle Hale. 2013. "Introduction: The Multicultural Dilemma." In *The Multicultural Dilemma: Migration, Ethnic Politics, and State Intermediation*, ed. Michelle Hale Williams. New York / London: Routledge Press.

Williams, Michelle Hale. 2013. "Conclusion: Grappling with Ethnic Difference in Multicultural Societies." In *The Multicultural Dilemma: Migration, Ethnic Politics, and State Intermediation*, ed. Michelle Hale Williams. New York / London: Routledge Press.

Williams, Michelle Hale. 2012. "Downside after the Summit: Factors in Extreme Right Party Decline in France and Austria." In *Mapping the Extreme Right in Contemporary Europe: from Local to Transnational*, ed. Andrea Mammone, Emmanuel Godin, and Brian Jenkins. New York: Routledge (pp. 254-269).

El-Sheikh, E. M., Mbizo, J., Stanny, C. J., Stewart, G. L., Sutton, M. A., White, L. J., and Williams, M. H.\* (2010). "Engaging faculty in the assessment process at the University of West Florida." In Peggy L. Maki (ed.), *Coming to Terms with Student Outcomes Assessment: Faculty and Administrators' Journeys to Integrating Assessment in Their Work and Institutional Culture*. Sterling, VA: Stylus (pp. 178-190). \*Authors are listed in alphabetical order. All authors contributed equally to manuscript.

### **Other Published Works**

Solicited Book Review:

Williams, Michelle Hale. 2012. *Review of Politics*, 1441 words. Review of the books *Inside the Radical Right: The Development of Anti-Immigrant Parties in Western Europe*, by David Art. New York: Cambridge University Press, 2011 and *The Re-Invention of the European Radical Right: Populism, Regionalism, and the Italian Lega Nord*, by Andrej Zaslove. Montreal: McGill-Queen's University Press, 2011.

Textbook Supplement (web-based):

Williams, Michelle Hale, ed. 2008. *Comparing Governments*. Soomo Publishing.

Solicited Book Review:

Williams, Michelle Hale. 2007. *Nationality Papers* (September) 1180 words. Review of the book *Fascism Past and Present, West*

*and East: An International Debate on Concepts and Cases in the Contemporary Study of the Extreme Right\**, edited by Roger Griffin, Werner Loh and Andreas Umland. Stuttgart: Ibidem Verlag, (2006), 510 pp. \*multilingual: German and English

Report: Edleman, Paul, Jocelyn Evans, Halima Khan, Jessica Schattschneider and Michelle Hale Williams. 2006. "APSA Teaching and Learning Conference Track Summary: Assessment /SLOs." *PS: Political Science & Politics* 39 (July): 538-539.

### Applied Scholarly and Creative Work

- briefing Michelle Hale Williams. Subject Area Expert Briefing. "Identifying a Radical or Extremist: Understanding Changes for Leaders." International Professional Advanced Leadership program (IPAL), NETSAFA International Training Center, Naval Air Station Pensacola. 15 June 2016, 1-3pm.
- report / contract **Elections and Electioneering, 2016-17, \$5000 contract** – wrote proposal, secured money, supervised report deliverable for work from August 2016 - February 2017. Work was with the local Supervisor of Elections Office on data collection and analysis reporting of local voter turnout trends, polling place resource allocation, voting support requirements, voting behavior. Planning began in fall 2015 facilitated by CREO. The project involved myself as project set-up lead plus, 2 key faculty researchers, and 2 more faculty collaborators. Additional support and collaboration was with the Haas Center.
- peer review reports **Manuscript Peer Reviews for journals:** **Comparative European Politics (Fall 2018), West European Politics (Fall 2018), Government and Opposition (Fall 2018),** Sociological Quarterly (Summer 2017), Comparative European Politics (Spring 2017), Scandinavian Political Studies (Summer 2016), Comparative European Politics (Summer 2016), Government and Opposition (Summer 2016), Journal of Political Science Education (Spring 2016), Party Politics (Fall 2015), Government and Opposition (Fall 2015), Journal of Political Science Education (Spring 2015), International Migration Review (Fall 2014), Journal of Political Science Education (Fall 2014), Politics (Spring 2014), Politics, Religion, and Ideology (Summer 2013), Journal of Contemporary European Studies (Summer 2013), Party Politics (Summer 2012), Journal of Comparative European Politics (Spring 2012), Political Studies (Spring 2011), American Politics Research (Spring 2011), Political Studies (Fall 2010), German Politics (Fall 2010), Journal

of Political Science Education (Summer 2010), Perspectives on Political Science (Fall 2008), Party Politics (Fall 2007), Nationality Papers (Summer 2006), Publius (Summer 2005), Journal of Politics (Fall 2004)

Grant application peer reviews

**Grant application reviewer** for the Killam Research Fellowship project, Canada Council for the Arts (November 2018). Peer review report provided. **Grant application reviewer** for the Social Sciences and Humanities Research Council of Canada (January 2011).

### Works in Progress

Manuscript for journal publication: Panagiotis Chasapopoulos and Michelle Hale Williams. "Immigrant Skill-level and Values as Factors in Attitudes toward Immigrants in Europe," *Journal of Identity and Migration Studies*. Submission May 2019.

Manuscript for journal publication: Jamie Wright and Michelle Hale Williams "The Populist Life Cycle from the Margins to the Mainstream: The Ebbs and Flows of Populism as Evident in the French, Austria, and U.S. National Elections of 2016 and 2017." *Party Politics*. Submission pending summer 2019.

Manuscript for a journal special issue on European Social Movement Impact: Michelle Hale Williams "Ideologues and Political Party Connections as Factors in German Social Movement Impact on Foreign Policy." Manuscript writing underway.

Survey research and case comparison of goals and strategies of political elites in Austria, France and Germany from 2002-2013. (spring / summer 2015 new round of surveys went out). Two stages of results presented at the annual meetings of the Southern Political Science Association (January 2014) and the Conference of Europeanists (March 2014).

### CONFERENCE ACTIVITY:

**Presenter:** International Workshop at University of Manchester, England, March 8, 2019. Workshop Theme: Social Movements and Policy Outcomes: How Right-Wing Grassroots Groups Influence Foreign Policy. **Paper:** "Factors in German Social Movement Effects on Foreign Policy." This workshop was a followup working session to a European Consortium for Political Research (ECPR) 2018 General Conference panel with the aim of developing an edited volume.

**Presenter:** Annual Meeting of the Southern Political Science Association January 4-6, 2018. New Orleans, LA. **Paper:** “Evaluating the Impact of Mainstream Party Failure on Creating Populist Moments in 2016-2017 National Elections,” co-authored with Jamie Wright.

**Presenter:** Annual Meeting of the Southern Political Science Association January 11-14, 2017. New Orleans, LA. **Paper:** “Immigrant Skill-level and Values as Factors in Attitudes toward Immigrants in Europe,” co-authored with Panagiotis Chasapopoulos.

**Presenter:** Annual Meeting of the Southern Political Science Association January 15-17, 2015. New Orleans, LA **Paper:** “Indicators of Impact in Measuring Radical Right-wing Party Effectiveness”

**Presenter:** Twenty-First International Conference of Europeanists, bi-annual meeting of the Council of European Studies. March 14-16, 2014, Washington D.C. **Paper:** “Operationalizing the Impact of Radical Right-wing Political Parties” Roundtable Panel: The Impact of Extreme Right Parties on Immigration Policy: Comparing Britain, France, and Italy

**Presenter:** Annual Meeting of the Southern Political Science Association January 9-11, 2014. New Orleans, LA **Paper:** “Intra-Party Dynamics and Strategic Shifts in Austria, France and Germany”

**Discussant:** Annual Meeting of the Southern Political Science Association January 9-11, 2014. New Orleans, LA **Panel:** “Protest, Populism, and Incumbent Support”

**Presenter:** Annual Meeting of the American Political Science Association. August 30-September 1, 2012. New Orleans, LA **Paper:** “Using Simulations in Linked Courses to Foster Student Understanding of Complex Political Institutions”

**Presenter:** Annual Meeting of the Florida Political Science Association. March 17, 2012. **Paper:** “Party Size Effects on Party Strategy in Western Europe” co-authored with Jeremy Schmuck (UWF M.A. student)

**Presenter:** Annual Meeting of the Southern Political Science Association. January 12-14, 2012. New Orleans, LA **Paper:** “Parties as Issue Maximizers and Issue Minimizers in the Politicization of Immigration”

**Presenter:** Annual Meeting of the American Political Science Association. September 2-5, 2010. Washington, D.C. **Paper:** “Evaluating the Populist Potential: Considering Implications, Preconditions and Long-term Viability”

**Presenter:** Seventeenth International Conference of Europeanists, bi-annual meeting of the Council of European Studies. April 15-17, 2010, Montreal,



Quebec, Canada **Paper:** “The Politics Within: Internal Dynamics of West European Political Parties in France, Austria and Germany”

**Presenter:** International Studies Association Annual Meeting. Feb. 17-20, 2010, New Orleans, LA. **Paper:** “Lessons from European Far Right Parties for Small Party and Third Party Competition”

**Roundtable Participant:** International Studies Association Annual Meeting. Feb. 17-20, 2010, New Orleans, LA **Roundtable Title:** Achievements in Ethnicity and Nationalism: Reflections on the Scholarship of William Safran

**Presenter:** Southern Political Science Association Annual Meeting. January 8-10, 2009, New Orleans, LA. **Paper:** “The Far Right Party Factor: Immigration Issue Effects in Austria, France and Germany”

**Presenter:** Southern Political Science Association Annual Meeting. January 10-12, 2008, New Orleans, LA. **Paper:** “Can Leopards Change Their Spots? Multi-Ethnic Appeals from Radical Right-Wing Parties in Western Europe”

**Presenter:** Benjamin F. Shambaugh Memorial Conference on the topic Kirchheimer Reconsidered: Applications and Implications of the Catch-All Thesis Forty Years Later at the University of Iowa, Iowa City, IA. July 26-28, 2007. **Paper:** “Simultaneous Party Polarization and Convergence in France”

**Presenter:** Southern Political Science Association Annual Meeting. January 4-6, 2007, New Orleans, LA. **Paper:** “Parties in Action: Evaluating Policy-Seeking Behavior”

**Presenter (by special invitation only with all expenses paid):** Conference on The Radical Right and its Impact on Migration Politics and Policies in Paris, France, November 17-18, 2006. Hosted by Centre de Recherches Politiques de Sciences Po (CEVIPOF) and New York University in Paris. Sponsored by the Swiss National Science Foundation (SNF) and the Center for European and Mediterranean Studies (NYU). **Paper:** “Contenders in the Ring: Far Right Party Effects in Austria, France and Germany”

**Presenter:** American Political Science Association Annual Meeting. August 31- September 3, 2006, Philadelphia, Pennsylvania. **Paper:** “German Grand Coalition and the 2005 Federal Election: Evidence of Party System Polarization and Catch-all Party Convergence”

**Presenter:** American Political Science Association Annual Meeting. August 31- September 3, 2006, Philadelphia, Pennsylvania. **Paper:** “Parties, Power and Outcomes: Factors in Political Party Goal Attainment in France, Germany and Austria”

**Presenter:** Fifteenth International Conference of Europeanists, bi-annual meeting of the Council of European Studies. March 29- April 2, 2006, Chicago, IL. **Paper:** “Kirchheimer Revisited: Party Polarization, Party Convergence, or Party Decline in the 2005 German Elections?”

**Co-Presenter:** American Political Science Association Teaching and Learning Conference. February 18-20, 2006, Washington, D.C. **Paper:** Factors in Information Literacy Education. ( Second author: Jocelyn Evans)

**Presenter:** Southern Political Science Association Annual Meeting. January 5-7, 2006, Atlanta, GA. **Paper:** The Power of Hate: Nationalism and Anti-Immigrant Politics in Europe.

**Co-Presenter:** Florida Political Science Association Annual Meeting. March 12, 2005, Tallahassee, FL. **Paper:** “Open Societies and Representative Government Behind the Veil? Exploring the Compatibility of Islam and Democracy.” (First authors: Husain Abdulla, Travis Braidwood)

**Co-Presenter:** 2005 Women’s Studies Conference. March 2-3, 2005, Pensacola, FL. **Paper:** “The Role of Women in Islam Compared with Democracy: Veiling and Women’s Rights in Islam.” ( First author: Husain Abdulla)

**Presenter:** Southern Political Science Association Annual Meeting. January 5-9, 2005, New Orleans, Louisiana. **Paper:** “Seizing Opportunities on the Periphery of Politics.”

**Discussant:** Southern Political Science Association Annual Meeting. January 5-9, 2005, New Orleans, Louisiana. **Panel:** The EU, Public Opinion and Europe.

**Presenter:** Fourteenth International Conference of Europeanists, bi-annual meeting of the Council of European Studies. March 11-13, 2004, Chicago, IL. **Paper:** “Putting Consolidated Democracies to the Test: How Mainstream Parties Fend Off the Radical Right Perpetuating Two-Party Dominance”

**Presenter:** American Political Science Association Annual Meeting. August 28-31, 2003, Philadelphia, Pennsylvania. **Paper:** “Insiders and Outsiders in Western Democracy: How Right-Wing Radical Parties Mobilize Fear of the Immigrant ‘Other’”

**Presenter:** American Political Science Association Annual Meeting. August 28-31, 2003, Philadelphia, Pennsylvania. **Paper:** “‘Crossing the Desert’ and Transforming French Far Right Party Politics”

## **GRANTS, FELLOWSHIPS, & HONORS:**

**Academic Affairs Fellowship: 2018-20.** Act as point of contact for the Provost's Office for student complaints, appeals and grievances. Coordinate with appropriate division heads and leaders across campus to resolve issues. Serve on the Campus Care Team and other standing committees. Review university policies related to student concerns. Serve as a liaison for the Division of Academic Affairs in matters pertaining to student issues. Train the campus community in student complaint policies and processes.

**Faculty LEAD Program: 2016-17 completion.** Nomination and selection process for participation. LEAD: The Faculty Version is a year-long leadership development program at the University of West Florida sponsored by the Office of the Provost. The program involves 10 full-time faculty members in a series of interactive workshops, round-table discussions, and strategy-building sessions. The goals are to help participants: further develop their leadership skills; learn more about issues that affect UWF and higher education overall; build relationships with people across campus; develop strategies to help them flourish as leaders and team members.

**Tech Fee Systemic Grant 2015-2017, Data Analytics Lab (DAL), \$280,000 (PI)** principal investigator on the grant project in partnership with Information Technology Services at UWF to establish a high-tech collaborative learning classroom that facilitates student learning and skill building in the area of data analytics and visualization as an intermediate step in data science beyond STEM disciplines. Another goal of the space is to foster interdisciplinary collaboration across disciplines

**Professional Development Coaching Fellow, 2013-2014** through the NSF ADVANCE Grant to UWF for the Professional Development of Women in Science

**Mentoring Program Participant, 2013-2014** through the NSF ADVANCE Grant to UWF for the Professional Development of Women in Science

**Participant in the NSF ADVANCE Grant to UWF** for the Professional Development of Women in Science 2012-2013 and 2013-2014

### **UWF Departmental Scholarly and Creative Activities Award Grant 2012**

A grant to support summer travel to conduct interviews with party elites and members of parliament in Austria ahead of 2013 elections. The project identified current strategic planning and goals of political parties comparing them to previous goals and strategies assessed in 2001-2002.

### **UWF International Summer in Ireland Program Grant 2008**

A summer research grant awarded through the Office of Diversity and International Education and Programs (ODIEP) for research related to Ireland.

### **UWF Scholarly and Creative Activities Award Grant 2006**

A grant of \$2000.00 for work during the 2006-2007 academic year. The project involves transcription and translation of interviews conducted in 2001-2002 in Germany, France and Austria, followed by systematic content analysis.

#### **UWF CAS Dean's Office Grant 2005**

A grant of \$2000.00 for work over Summer & Fall 2005 on an Information Literacy Module that can be used for the College of Arts and Sciences & Quality Enhancement Plan- Assessment Techniques.

#### **TIRES Fellow**

A research appointment for academic year 2001-2002 providing for travel, transportation, housing, and university affiliation at the University of Viadrina in Frankfurt an der Oder, Germany.

#### **RESEARCH INTERESTS:**

- Radicalism and Extremism
- Political Parties
- Social Movements, Interests
- Racism, Ethnocentrism
- European Politics
- Democracy, Democratization
- Nationalism, Ethnicity
- Power and Influence

#### **TEACHING EXPERIENCE:**

##### **Teaching Academy Graduate Student Mentor, 2011-2012**

Mentor for Jeremy Schmuck as he taught his own course CPO 2002 in fall semester 2011 and spring semester 2012. We met weekly to discuss pedagogy, readings that I assigned, his work in the Teaching Academy course with Dr. Dupre, and his experiences in the course. In spring and summer 2011 we met to discuss syllabus development, textbook selection, and worked on course development. We also engaged in a SOTL project linking his course with my upper level Parties and Interest Groups course for a project.

##### **Teaching Partners Program, 2010-2011**

Over the course of the academic year, culminating in a spring lunch and wrap up session where we reflected on the overall experience and knowledge base gained, we challenged ourselves to critique and evaluated our own teaching techniques and those of our peers. The goal was developmental and a means to improve and / or reinvigorate our teaching. I was paired with Karen Molek from chemistry. We did iterative observations of each other's classes and met to discuss points of evaluation extracted from our initial CUTLA instruction and introduction to the program

## **Graduate Teacher Program Certification, Spring 2003**

The program emphasizes scholarship of learning. Certification indicates completion of instruction in teaching methods and learning psychology to prepare candidates for teaching at the university level. Video consultation and faculty classroom visits are also required. For more information see: <http://www.colorado.edu/gtp/>

**University of West Florida**, Pensacola, FL, Fall 2003-present. **Professor and Department Chair**

**University of Colorado**, Boulder, CO, 2001- 2003. **Graduate Instructor and TA**

**Metro State College**, Denver, CO, spring 2001. **Adjunct Instructor**

### **TEACHING INTERESTS:**

- West European Politics
- Central and East European Politics
- Political Parties, Interest Groups, and Social Movements
- Democracy, Democratization
- Nationalism and Ethnicity
- Political Radicalism and Extremism
- The European Union
- Immigration Politics
- Introduction to Comparative Politics
- Introduction to International Relations
- Introduction to International Affairs
- Social Science Research Methods, Research Design

### **THESES DIRECTED, M.A.**

Tetrault, Teresa Lee. 2005. "Grading Democracy: An Examination of the Current State of Russia." M.A. Thesis.

### **HONORS THESES DIRECTED, B.A.**

- Lockhart, Craig. 2013. "A Libyan Future: Can Libya Consolidate Democracy?" \*Craig was Honor's Student of the Year -Nautilus Award
- Reid, Jennifer. 2011. "Devolution in the United Kingdom: Enhancing or Undermining the State?"
- Trong, Karyn. 2010. "Efficacy in Celebrity Charitable Organizations"
- Sebastian Meyer. 2009. "Change of Views or Change of Plans? The Shift in Ethnic and Socioeconomic Appeals from Radical Right-Wing Parties in France."

- Braidwood, Travis. 2007. “A Lost Cause of Determining the Course: A Study of the Recent Impact of Third Parties in the United States.”

## UWF SERVICE AND RESPONSIBILITIES:

### Professional

- **Program Review team:** Political Science Program Review for the Department of History, Political Science and Philosophy at Texas A&M University –Kingsville in Texas- external reviewer, January – April 2018 (blind invitation).
- **Program Review team:** Department of Political Science and Public Administration at Florida Gulf Coast University in Fort Myers, Florida- external reviewer, April to September 2017 (blind invitation).
- **Editorial Review Board Member**, for German publisher Ibidem-Verlag series, Explorations of the Far Right (EFR). The series editor: is Anton Shekhovtsov, British Academy Visiting Research Fellow at the University of Northampton.
- **Guest Editor** for a special issue of *Party Politics* entitled “Catch-All in the 21<sup>st</sup> Century? Revisiting Kirchheimer's Thesis 40 Years Later” (published Sept. 2009).
- **Manuscript reviewer - book**, solicited (July 2012) for the Extremism and Democracy book series published by Routledge, Taylor & Francis.
- **Textbook reviewer**, solicited: (Jan. 2011) for the Donald Hancock, et al. textbook *Politics in Europe*, 5<sup>th</sup> edition, published by CQ Press \*I was also invited to author one of the blurbs for the book back cover for this text. (April 2009) for the update of the sixth edition of *European Democracies* by Marcus Krepaz and Jürg Steiner (review word count: 4383, 9 single spaced pages).
- **Officer** in the Women's Caucus for Political Science: South of the American Political Science Association. Position: website manager 2008-2009; Position: Newsletter Editor 2011; Position: Vice President 2013, Position: President 2014-2015.
- **Mentoring Program Organizer** for the Women's Caucus for Political Science: South, developed over 2014 and launched in January 2015 at the Southern Political Science Association’s annual meeting.
- **Embedded Conference Organizer** of a Women and Politics Embedded Conference for the Southern Political Science Association’s annual meeting 2015. Seven panels.
- **Panel Chair** for the Southern Political Science Association’s annual meeting 2014. Two panels: (1) “Ideology, Values, and Parties Abroad” (2) “Minority Inclusion and the Rights of Majorities”

- **Panel Organizer** for the American Political Science Association’s annual meeting 2006. Panel Title: “Party Strategy in Western Europe: Contemporary Challenges to Established Patterns.”
- **Website designer** in 2004 for the French Politics Group, an organized section of the American Political Science Association (<http://uwf.edu/mwilliams/FPG.htm>).

## University

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|------------------|---|
| Committees       | <ul style="list-style-type: none"> <li>• <u>Growth &amp; Development Committee fall 2018-spring 2020</u></li> <li>• <u>Working Group on High Impact Practice Assessment of Study Abroad Experiences, 2018-19</u></li> </ul>   |
| & Working Groups | <ul style="list-style-type: none"> <li>• <u>Academic Affairs Strategic Plan 2017-2022 workgroup</u>, College of Arts, Social Sciences, and Humanities delegate</li> <li>• <u>President’s Council for Diversity and Inclusion working group - appointee</u></li> <li>• <u>“Building a Culture of Research” Retreat</u> hosted by Research and Sponsored Programs – College of Arts, Social Sciences, and Humanities delegate, Sept. 22, 2017, Commons Conference Center.</li> <li>• <u>UWF Honors Program Task Force: 2016-17</u>, met regularly twice a month during the spring semester</li> <li>• <u>CASSH Strategic Planning Committee: 2016-17</u>, met weekly through the fall semester; 2015-16, met weekly through the spring semester-tasks with drafting a strategic plan for the college</li> <li>• <u>Elections Committee</u> CAS, 2013-2014; CASSH 2014-15 (chair); CASSH 2015-16 (<b>committee chair</b>), met about ten times through this year to revise structure and rules for elections within CASSH in the transition from CAS and to oversee college-level committee elections</li> <li>• <u>Data Science Working Group</u>, 2015-16 convened by CREO- member, met monthly throughout the year and produced a report on interdisciplinary data science at UWF for Academic Affairs</li> <li>• <u>CyberSecurity Center Interdisciplinary Chairs Group</u>, <b>co-chair</b> with Eman El-Sheik, 2015-2016</li> <li>• <u>Statewide General Education Reform Committee</u>, Social Sciences representative, 2012-2013</li> <li>• <u>College Personnel Committee</u>, CAS, 2010-2013. <b>Committee Chair 2012-2013.</b></li> <li>• <u>Resource Allocation Committee</u>, CAS, 2010-2013. <b>Committee Chair 2012-2013.</b></li> <li>• <u>General Studies Committee</u>, 2012-2015</li> <li>• <u>Academic Programs Assessment Council (APAC)</u>, 2010-present. This committee was convened by the Provost in Spring 2010. <b>Subcommittee</b> for Charter Revision 2013-2014.</li> </ul> |

- CAS Council, 2008-2011 (subcommittees 2009: CCR Review and annual review revisions)
  - Academic Standards Committee, 2005-2008 (approximately 25 hours of service each year with 2 days of 3 to 4 hour meetings at the beginning and end of each semester)
  - Student Activity Fee Committee, 2005-2008
  - International Affairs Committee, 2003-2006 and 2010-present (ex officio), 2007-2010 (elected).  
**Committee Chair** 2009-2010; **Subcommittee Chair** for community partnerships
  - **Program Review team: Economics BA Program Review for the Department of Marketing, Supply Chain Logistics, and Economics, internal reviewer with Chula King, March 2019.**
  - **Tenure and Promotion Committees (2)- external reviewer for Tanay Kesharwani and Amy Cook.**
  - Department Chair Search Committee- external member, Department of Psychology, April to June 2017
  - CUTLA Program Review –contributor, chairs group, January 28, 2016
  - Tenure and Promotion Committee- chair, for Nicholas Power of the Department of Philosophy(departmental director was untenured at the time)
  - University College Dean Search Committee, spring and summer 2014
  - Japan Center Director Search Committee 2013
  - Psychology Departmental Search Committee, Industrial and Organizational Psychology field, external member, 2012-2013
  - Computer Science Department Faculty Development Mentoring Committee, external member, 2012- present
  - Provost’s Office Search Committee, Administrative Fellow position, Fall 2012
  - Program Review Team for the Department of Philosophy and Religious Studies, March 2011
  - Selection Committee for students attending the 2010 Irish Studies Summer School in Cork, Ireland, March 2010.
  - Political Science M.A. program, fall 2014- spring 2017, approximately 50 graduate students, on campus and distance learning.
  - International Studies Major Advisor, 2003-March 2015 (approximately 170 majors)
  - Model United Nations Debate Team Advisor, 2004-present
- Searches & Reviews
- Advising



Campus  
Community

- World Affairs Club Advisor and Founder, 2006- present
- Campus Representative, Application Reviewer, and contact for the National Security Education Program (NSEP) David L. Boren Scholarships 2004-2014
- Honors thesis interview with Benjamin Kinnard regarding ideological factions in the legislature and legislative committee assignments, 1 hour, spring 2019.
- Student interview for a research project on Brexit, Interviewed by Ester Rizzetto, Oct. 30, 2018.
- Data Dialogues in the Data Analytics Lab –three, 1-hour presentations by faculty from disciplines across campus on the use of data analytics and analysis applied to problem-solving and in research -organizer of these events held in the DAL in spring semester 2016.
- CASSH New Faculty Development Brown Bag Presentation: “Making Use of Rubrics Effectively in Grading”, November 17, 2016
- Table Facilitator for the Peer Review of Assessment Workshop, Fall 2014
- Report Writer for General Education Assessment and Table
- Facilitator for the Peer Review of Assessment Workshop, Fall 2013
- Student Scholar Symposium, judge - social sciences, April 2013 and April 2014
- Common Read Program, panelist, March 4, 2013. Discussing the implications for Political Science from the book *The Immortal Life of Henrietta Lacks* (2010) by Rebecca Skloot.
- Faculty Development Workshop Facilitator and Actor, “Difficult Dialogues,” Feb. 2011
- EXPLORE UWF Open House / Majors Fair for incoming students, departmental representative (Nov. 2003, Feb. 2008, Feb. and April 2009, Feb. 2010, Jan. 2011, Feb. 2012, Mar. 2012, Sept. 2012, Mar. 2013, Nov. 2014, Apr. 2015)
- Graduation Marshal, College of Arts & Sciences, Spring 2006, Fall 2006, Spring 2008, Spring 2009, Spring 2010, Spring 2011, Spring 2013, Fall 2013, Spring 2014
- Study Abroad Fair Exhibitor and Participant, Sept. 2010
- Faculty Phone-A-Thon, telephone campaign to recruit prospective, admitted students. March 4, 2009.
- Judge: Marks Invitational Forensics Tournament, University of West Florida. January 2008 and 2009.
- CUTLA, presenter, Center for University Teaching and Learning mini-conference on Best Practices for Active Learning and Student Engagement, March 2, 2007. Panel Topic: “Using the *New York*

*Times* and *USA Today* to Promote Active Learning and Student Engagement.”

- Interview with a *Voyager* reporter on the “Blue Ribbon Task Force on State Higher Education Reform,” November 2012
- Interview with UWF sociology student for a project on forms of government and their implications for policy and decision-making, July 2012
- On-camera interview for an English Comp. class project where 4 students conducted an interview on immigration and its implications. March 2007.
- Interview with journalism student for a class project writing a magazine article feature on my research findings regarding the influence of the radical right. October 2006.
- On-camera interview for a student’s sociology class where the student was making a documentary film on war and patriotism. July 27, 2006.

## Department

- **Department Chair**, fall 2014-present
- **Search- chair and hiring authority for two staff searches** for an Office Administrator (fall 2018) and a departmental advisor (summer 2019)
- **Colloquium: departmental research presentation-** “Immigrant Skill-level as a Factor in Attitudes toward Immigrants in Europe” with Panagiotis Chasapapoulos, January 9, 2017.
- **Committee Chair** Departmental Search Committee for an Assistant Professor of American Politics, 2015-16
- **Committee Chair** Departmental Search Committee for an Assistant / Associate Professor of International Relations, 2015-16
- **Departmental Search for 2 postdoc positions** (2: Elections & Cybersecurity / Security), 2015-16
- **Visa Classification Status Search Committee Organizer:** market test, 2016
- **Committee Chair** Departmental Search Committee for a World Languages program coordinator, 2014-15
- **Committee Chair** Departmental Search Committee for a Visiting Instructor in Comparative Politics- Asia and International Relations- Security Studies, 2014-15
- **Subcommittee** Departmental Tenure and Promotion Bylaw Revision, 2014-2016.
- **Committee Chair** First year mentoring committee of Asst. Professor Jacob Shively, 2013-2014.
- **Committee Chair** First year mentoring committee of Asst. Professor Jennifer Emery, summer 2013.

- **Subcommittee Chair** Departmental Tenure and Promotion Bylaw Revision, 2013-2014.
- **Author** Departmental Mentoring Program Guidelines, spring 2014
- **Subcommittee for Program Assessment**, 2013-2014. Strategy and rubric developed for assessing upper division students through the “Analysis” courses
- **Subcommittee for General Education Assessment** 2012-13, met with faculty teaching intro. level courses to develop uniform assignments and rubrics for assessing CPO 2002.
- **Committee Chair**, Departmental Search Committee for an Asst. Professor, International Relations field, 2012-2013
- Departmental Program Review and Self Study Committee, Spring 2013
- Departmental Search Committee for an Asst. Professor, Constitutional Law field, 2009-2010
- Subcommittee member, departmental tenure and promotion guidelines revision and refinement for CAS, 2009-2011
- General education curriculum skills assessment in information literacy 2006-present.
- Departmental Search Committee for an Asst. Professor, International Relations field, 2006-2007.
- Departmental Program Review and Self Study Committee, Spring 2006
- Departmental Search Committee for an Asst. Professor, International Relations field, 2005.
- Departmental Search Committee for an Asst. Professor, Constitutional Law field, 2003-2004
- Departmental Search Committee for an Office Manager, Spring 2004

## Community

- WEAR TV3 interview on camera with Hannah Mackenzie regarding Florida Gubernatorial election primary results – racist comments in Charlottesville interview Aug. 29, 2018.
- Pensacola News Journal interview with reporter Annie Blanks regarding voting procedures and reasons for early voting choices. Nov. 5, 2018.
- Leisure Learning Society, Topic: Leisure Learning Society Lecture, Topic: “Times of Uncertainty: Political Backlash and Radicalism,” October 20, 2017.
- WEAR TV3 interview on camera with Anthony Pura regarding white nationalist demonstrations in Charlottesville interview Aug. 15, 2017.
- WUWF/ CREO interview with Mike Ensley: Factors that Shape Anti-Immigrant Attitudes, recorded January 19, 2017.

- interview on WUWF with Mike Ensley / CREO on Alt-Right Movement, Republican Party and the U.S. Election, October 12, 2016.
- interview with Thomas Spang- Syndicated US Media Correspondent for German Press- Washington DC-NW FL right-wing vote, September 30, 2016.
- WUWF FM88.1 Radio Interview with Bob Barrett, Topic: Brexit- The UK Referendum to Leave the European Union: Implications for the UK and Europe. June 30, 2016.
- Pensacola Speaks with Rick Outzen. WCOA-AM Radio Interview: Topic: Brexit: Anticipated Effects for the UK and for the USA. Process of an EU Exit, Article 50 of the EU Constitution. June 27, 2016.
- NAS Pensacola, 2 hour lecture, Topic: “Identifying Radicals and Extremists: Understanding Changes for Leaders,” June 15, 2016.
- Leisure Learning Society, Topic: Leisure Learning Society Lecture, Topic: “Radicalization: The Threshold Between Political Opposition and Political Violence,” June 17, 2016.
- WUWF FM88.1 Radio Interview with Dave Dunwoody. Topic: 2016 Elections and Third Parties: the U.S. Libertarian Party Effect, June 2, 2016.
- Downtown Lecture Series, Museum of Commerce, March 31, 2016, Lecture: “Radicalism, ISIS and National Security” with Jacob Shively (drew a crowd estimated at over 200)
- *Pensacola News Journal* interview with Hana Frenette regarding millennials and first time voters for the 2016 election, March 15, 2016.
- WEAR TV3 interview on camera with Anthony Pura regarding campaigning election primary races interview March 8, 2016.
- WUWF NPR extended radio interview with Bob Barrett for national syndication on the Scottish Referendum on Secession, September 19, 2014.
- WUWF NPR radio interview on the context and implications of the Charlie Hebdo attack in Paris, France, January 7, 2015.
- Leisure Learning Society Lecture, Topic: “Political Radicalism and Extremism” November 14, 2014.
- Leisure Learning Society Lecture, Topic: “Democracies part one- Democratic Variety: Comparing Countries in Form, Function, and Fundamentals,” May 22, 2014.
- Leisure Learning Society Lecture, Topic: “Democracies part two- Democracies Reconfigured and Reconsidered: Comparing Concepts and Manifestations of Democracy Today,” May 22, 2014.
- UWF World Affairs Club Lecture, Topic: “The Multicultural Dilemma for Nation-States,” April 9, 2013.

- Gulf Coast Citizen Diplomacy Council Lecture, Topic: “Representation in Democracies and Patterns in Women’s Representation Worldwide,” March 15, 2012. This lecture was part of a Leadership Development Workshop for women from India, Afghanistan, and Sri Lanka.
- Leisure Learning Society Lecture, Topic: “Transatlantic Relations: The Uneasy Alliance Between The U.S. & Europe Today” April 22, 2010 10-11:15, UWF Building 86/122.
- Organizer of the guest lecture by Professor William Safran of the University of Colorado, Boulder titled “The Sarkozy Phenomenon: Changes in French Politics, Policy and the Transatlantic Relationship?” February 22, UWF Conference Center- room C, 9:30-11:30am (turnout estimated at approximately 105 with 100 chairs and standing room only).
- Lecture for SPLASH! Downtown: Special Projects in Liberal Arts, Sciences and Humanities” at Historic Pensacola Village. February 26, 2008. Topic: “The New World Disorder: Ethnic, Nationality And Religious Turmoil”
- Leisure Learning Society Lecture, UWF Continuing Education Program Lunch N Learn. November 6, 2007. Topic: “The New World Disorder: Ethnic, Nationality And Religious Turmoil”
- UWF World Affairs Club Community Forum, Panelist at a discussion on the topic “Nuclear Proliferation in Iran and N. Korea.” Gave a talk comparing the two country cases and their motivations. November 28, 2006.
- On-camera Interview with Lisa Bell, WEAR ABC -Channel 3 News, Pensacola. Topic: elections and negative campaigning. Interview airdate: Friday, November 3, 2006.
- Iraqi Election Analysis Forum, event coordinator and discussion panelist giving a talk on the topic of “Prospects for Democracy in Iraq: Factors in Democratic Development.” UWF Music Hall Auditorium, February 17, 2005.
- 2004 Presidential Debate Forum, discussion panelist giving a talk on the topic of “Third Parties in United States Elections,” UWF Conference Center, October 8, 2004.
- Assisted 3 local high school students over two separate years with their national history day projects, Fall 2005 & 2006
- Interview given to Ft Walton Beach newspaper on N. Korean nuclear potential, Spring 2005
- Girl Scout Program, Daisy/Brownie leader, Troop 36, 2010-2014
- Escambia County School District, Title 1 Committee, school representative for McArthur Elementary School, 2011-2016
- McArthur Elementary School room parent and classroom volunteer, 2010-2016

## **PROFESSIONAL MEMBERSHIPS:**

- American Political Science Association (APSA)
- Southern Political Science Association (SPSA)
- Council for European Studies (CES)
- International Studies Association (ISA)
- Comparative Politics, APSA Organized Section
- European Politics and Society, APSA Organized Section
- Political Organizations and Parties, APSA Organized Section
- Qualitative and Multi-Methods Research, APSA Organized Section
- Representation and Electoral Systems, APSA Organized Section
- French Politics Group, APSA Organized Section
- Women's Caucus for Political Science: South, a section of the APSA meeting at the SPSA annual meeting
- Council of European Studies
- European Consortium for Political Research, Standing Group on Extremism & Democracy

Last updated 5/25/18