To: Provost Marcy, Dean Borrelli, and Associate Dean Fedler  
From: Jane L. Winer, Dean, Arts and Sciences  
Philip H. Marshall, Chairperson, Political Science  
Date: May 7, 2007

The Department of Political Science and the College of Arts and Sciences wish to express our gratitude to the review committee members who gave considerable thoughtful attention to this important and useful task: Drs. Paul Johnson, Paul Carlson, Eduardo Segarra from TTU, and Dr. Gregory Gleason from the University of New Mexico.

The Department of Political Science and the College of Arts and Sciences find both the internal and external reports to be fair, and to present accurate observations in nearly all instances.

Specific responses to the internal review committee’s suggestions are:

1. **That graduate student organizations be reconstituted**: The MPA program is currently in the process of forming a graduate student organization. The POLS Graduate Affairs Committee will discuss with students procedures for developing a similar organization for POLS graduate students, to be started during the fall 2007 semester.

2. **Address the issues of faculty turnover**: Even though faculty turnover has been determined to be caused by no single issue or situation, the problem will be continually addressed by the department and college. The department chair will do his best to keep involvement and morale high, especially for new faculty with prior years at other institutions.

3. **Add new faculty positions in POLS and PA**: The department and college fully endorse the need for up to two new faculty, one in each area. Although already serving substantial numbers of students, the reviewers noted that both programs have potential for substantial enrollment growth, especially in the area of public policy. Adding new faculty in the area of public policy will be an attractive and fruitful addition to our doctoral program tracks, and will produce closer affiliations and research collaborations between POLS and PA faculty. We anticipate two new, tenure track assistant professor lines, beginning fall 2008, will cost $115,000, total.

4. **Additional TAs**: We strongly support the suggestion to add five new TA’s to the department’s roster. We must do so, however, at dollar levels that attract the best possible students to our program, since teaching upper level undergraduate courses should be assigned to our best graduate students. Five new TA’s, supported at appropriate levels (i.e., $15,000 per 9 months) would mean an additional $75K. Equitable increases of $3K each for our existing 22 TAs, brings the total additional AOF requested to $141K. The department understands that graduate student support can also come from research assistantships, so there will be an increased emphasis on writing competitive external research proposals.
5. **Increased travel support for graduate students:** The department already provides travel support to graduate students at the same level as it provides such support to faculty.

6. **More office space:** The department cannot increase office space, yet the need for more graduate student and faculty offices increases every year. The college knows about the department situation and will help to resolve the problem at the earliest opportunity.

Specific responses to the external reviewer's suggestions are:

1. **Address the faculty retention problem:** Noted above.

2. **Capitalize on administrative efficiency:** The department will continue to review its administrative procedures for both students and faculty. In fact, since the submission of the self-study report, the POLS doctoral curriculum/degree requirements have come under additional review and further changes are expected. The MPA program will have its accreditation site visit in spring 2008, and undoubtedly there will be suggestions for improvement, and, hopefully, a full seven year accreditation in the end.

3. **We do not agree with the last portion of the statement that “The relationship [between POLS and PA] can be sustained; but it can also be expected to endure at best as an uncomfortable compromise by both administrative units.”** Since autonomy in hiring and promoting faculty were given to the PA program several years ago, there have been no instances of failure or complications in either personnel or curriculum matters. The PA program also has essential autonomy in its course offerings and curriculum, and enjoys a fair and undisputed portion of the department budget. The chairperson operates as if a short hedge, but not a wall, exists between the two programs, and that faculty and students from either program can jump over that hedge to their benefit. This is reflected in POLS students taking PA courses, in the occasional outside-of-the-area teaching assignment for faculty, and in the collaborative research projects that are also encouraged and that occur from time to time. The addition of new faculty as noted in #3 above will produce further benefits for the two programs, the department, and TTU in general.