PROPOSAL FOR THE CREATION OF A COLLEGE OF PUBLIC AND INTERNATIONAL AFFAIRS AT JMU

Presented jointly by the Department of Political Science and the Center for Liberal Arts and Social Sciences
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MISSION STATEMENT for the PROPOSED COLLEGE

The College of Public and International Affairs seeks to advance peace, justice, liberty, security and good governance by challenging students, promoting research, and partnering within and without the JMU community to enhance the quality of civic life at home and abroad.

THE STRUCTURE of the PROPOSED COLLEGE

The proposed College of Public and International Affairs (CPIA) would be formed from two existing CAL academic units, the Center for Liberal Arts and Social Sciences (CLASS) and the Department of Political Science (POSC). These two units currently house the following academic programs:

- 5 undergraduate majors:
  - Interdisciplinary Social Science, International Affairs, Justice Studies, Political Science, and Public Administration
- 1 graduate program:
  - the Master of Public Administration
- 3 experiential learning programs:
  - the Washington Semester
  - an Internship Program in Public and International Affairs
  - an Internship Program in Justice Studies (in formation in 2004-2005)
- 4 minor programs
  - Political Science minor (currently closed to enrollment)
  - Public Administration minor (currently closed to enrollment)
  - Criminal Justice minor
  - Political Communications minor

CLASS and POSC are open to the inclusion of other relevant units in this proposed college. At this stage in the reorganization discussion, however, our proposal presents a model based only on these two units. Below we outline CPIA’s administrative structure and discuss the size of the college if created in fall 2006. We then offer our vision of how CPIA’s creation would fit into the ongoing reorganization of the College of Arts and Letters (CAL). We also examine the costs associated with the creation of the college.

Administrative Organization

CPIA would have the following organizational structure:

- Central Administration: college dean and secretary
- Development: a designated staff member in JMU’s Office of Development
- Academic Unit Heads: the two heads of CLASS and POSC & their existing secretarial support
- Program Coordinators: the existing nine coordinators (five major coordinators, one graduate coordinator, one Washington Semester director and two internship coordinators). These coordinators receive neither release time nor monetary compensation for their work.
- Faculty: 27 full-time faculty in August 2004

Size

Based on current trends in four programs and projected enrollments for the newly launched Justice Studies major, CPIA would house five major programs with roughly 1800-2000 majors & pre-majors:

- Political Science (POSC) [550]
- International Affairs (INTA) [300]
- Interdisciplinary Social Science (ISS) [300]
- Justice Studies (JUST) [current enrollment projection of 500-700 majors by fall 2010]
- Public Administration (PUAD) [150 undergraduate and 21 graduate]

All of these major programs (with the exception of ISS) have recently implemented enrollment management programs in response to increased student demand. If these programs were to receive additional faculty resources to meet existing demand, they would then be positioned to serve an increased number of students. It should be noted that these programs currently operate very efficiently from an administrative cost perspective: presently, the five majors currently serve 1,500 students with an administrative structure of two unit heads and 2.5 secretaries. The five major coordinators receive neither release time nor monetary compensation for their work. The proposed structure for CPIA retains this lean administrative profile.

The Master of Public Administration program currently serves 21 graduate degree-seeking students and has plans for the creation of new concentrations and certificates that could increase the size of the program. The Washington Semester program currently serves 35 to 40 students per academic year. The internship programs supervise approximately 100 students in year-round programs with prospects for further growth as the Justice Studies program expands. As with the undergraduate majors, demand for these professional and experiential programs has increased in the past several years.

The size of the existing programs offered within CLASS and POSC will also enable CPIA to house additional undergraduate and graduate programs in public and international affairs that are currently under discussion at JMU:
- the Information Analysis undergraduate major
- the European Union Studies graduate certificate program
- the International Non-Profit Management graduate certificate program
- the Civil Affairs professional training program
- the Public Policy concentration in the MPA Program
These programs would dovetail nicely with the CPIA mission and would be more effectively launched from a more focused unit such as CPIA than from a college largely framed around the liberal arts.

**CPIA’s Relationship to the Reorganization of the College of Arts and Letters**
Currently, CAL houses 14 academic units whose heads report to the CAL dean’s office. This office consists of one dean, three associate deans, two secretaries, one executive assistant, one public relations coordinator, one director of auditorium services and one box office manager. The university has determined that three of these 14 academic units will form a new College of Fine and Performing Arts.

We applaud the formation of a focused college for the arts with a streamlined administrative structure. In turn, we recommend that the university pursue a similar approach in reorganizing the remaining units currently housed in CAL. While we do not want to propose which academic units would enter each of the other potential new colleges listed below nor suggest precise names for such colleges, we offer the following administrative structure emerging out of the CAL reorganization by way of illustration:
- College of Communications: dean, secretary
- College of Fine & Performing Arts: dean, secretary, auditorium director, box office manager
- College of Liberal & Cultural Studies: dean, secretary
- College of Public & International Affairs: dean, secretary
In this vision, each of the colleges would have a unifying mission – thus avoiding the “gaggle of units” criticism frequently leveled at CAL over the years – and would not require any new administrative positions.

**Cost**
As presented above, little or no new personnel costs would be associated with the creation of the College of Public & International Affairs. Below we compare the existing CAL structure to what we propose here:
- CAL has one dean and three associate deans.
  - In the new system, these would be converted to four deanships.
- The CAL administrative staff has two secretaries, one public relations director and one executive assistant.
In the new system, these would be converted into four secretaries serving each of the respective deans.

- CAL also has two posts dedicated to auditorium and box office management.
- These more narrowly framed jobs would migrate to the College of Fine & Performing Arts.

Office space already exists to house all of these posts so there would be no new, major space or equipment costs associated with this vision for reorganization.

**RATIONALE for the CREATION of the PROPOSED COLLEGE**

**The Strategic Context:** In considering the potential for CPIA, note that several major universities have a stand-alone College (*aka* School) of Public and International Affairs. East Coast universities with a College of Public and International Affairs include: Columbia, Harvard, Pittsburgh, Princeton, Georgia, and Syracuse. In turn, the vast majority of Research I institutions in the United States have a more traditional College of Public Affairs focused on U.S. politics and policy. Both types of organizational structure have been adopted to support interdisciplinary research and teaching in public affairs, to frame outreach efforts, to publicize university contributions in public affairs, and to support potential grant-writing efforts in public affairs re: both educational activities and research. These colleges’ core faculty members come primarily from the disciplines of political science, public administration, and (often) economics.

All four public institutions in Virginia with whom JMU is most frequently compared have public affairs units—UVA, Virginia Tech, George Mason, and William & Mary. In all but UVA, these units house the core faculty for their major academic programs in public affairs. With the increasing visibility of international dynamics in U.S. public life, quite a few traditional public affairs programs have begun to cover both domestic and international issues. Within the Virginia public university system, for example, Virginia Tech has recently reorganized its traditional public and urban affairs college as a college of public and international affairs while GMU also has taken steps to highlight the internationalization of its ongoing attention to public affairs.

**The Strategic Opportunity:** Recent steps to internationalize public affairs work at Virginia Tech and at George Mason highlight the need for JMU to move forcefully and quickly to take advantage of its existing faculty, student, alumni, and partner network in public and international affairs. At present, Virginia Tech’s effort to internationalize its program is in its infancy; it primarily consists of a new distance learning and videoconferencing initiative in Northern Virginia. George Mason’s reach thus far has at times exceeded its grasp as it is more dependent on adjunct instructors than either Virginia Tech or JMU. Currently, the quality of JMU’s undergraduate students tends to exceed that found at George Mason. If JMU moves now to consolidate and expand its efforts, we are well positioned to succeed. If we delay, however, either or both of these universities may address their existing problems before we establish ourselves.

**How the CPIA Structure Meets Its Mission Better than Alternatives under Consideration:** In order for these programs to realize their potential for partnering beyond the walls of this campus, they need an administrative structure focused on the complex enterprise that is public and international affairs. The dean for CPIA will serve as a bridge between the larger world and JMU’s current and future programs in public and international affairs. If external groups want to contract research projects to JMU in this area, the dean can help negotiate the terms and vouch for the availability of needed resources. When external constituents want to fund new programmatic initiatives, the dean again fills that purpose. When JMU tries to recruit quality faculty, undergraduate students, and graduate students, a dean with a visible track record and knowledge in public affairs is a central element of that process. When JMU faculty members develop new research projects and academic program proposals in public affairs, the dean will be well positioned to evaluate and nurture those ideas.

Currently, the two major alternative visions for reorganization do not maximize the potential for CPIA (nor for other missions centered on communications and on liberal and cultural studies). First, a single college formed out of the remaining 11 units in CAL will have neither a shared mission nor a dean dedicated to any of those particular missions. All of the latent potential for program and professional development, outreach, and financial support will dissipate into the amorphous mass that is a large, single college. We are aware that some colleagues in CAL believe that liberal or general education will provide a unifying mission. We respectfully disagree. As
noted at a recent faculty forum by several participants, the General Education program is, must, and will be spread out across the entire university; it would be incongruous to charge only a portion of the units involved with a central mission that is shared across the campus. In addition, we note that several units in CAL have large numbers of majors along with active and latent capacity for outreach; while remaining committed to liberal education, these units do not see General Education as their central mission. We also question whether such an unwieldy college would actually reduce administrative costs. Large colleges tend to have a variety of sublevel administrators to deal with various functions (budgeting, programmatic coordination, etc.). Finally, the focused mission of this college will require greater flexibility in teaching loads—something that is difficult to achieve in a college whose major mission is General Education. Under that circumstance, credit hour production drives faculty workload, thereby making it extremely difficult for faculty to pursue the various activities envisioned in this proposal (especially with respect to seeking external funding and expanding their research and outreach activities).

The other major alternative under consideration would involve placing the remaining 11 units in CAL into a single college that would then contain three divisions roughly similar in membership to the colleges we recommended earlier: Communications, Liberal & Cultural Studies, and Public & International Affairs. We do not believe that such a move maximizes the efficient deployment of administrative resources nor do we believe that it would lead to the maximal realization of each division’s programmatic potential. A college-with-divisions structure is a “tall” administrative model that runs counter to the flat structure we proposed at the outset of this document; it would call for a dean and at least three associate deans to lead the respective divisions. In contrast to our proposal, this alternative would clearly lead to greater personnel costs in administration. This would be reasonable if the college-with-divisions structure generated better performance in the units involved than the alternatives. However, we do not believe that associate deans in this tall model could perform the external functions as well as deans could in a separate colleges approach. For example, contracts and other initiatives brokered by the associate deans would need to be vetted by the dean. This is precisely why most universities with successful, multifaceted programs in public and international affairs create separate, stand-alone units to house those efforts. It is also why many external constituents are more reluctant to enter partnerships with units endowed with insufficient autonomy; as a first choice, external partners tend to prefer more logistically friendly alternatives.

In stark contrast to the two major alternative models under consideration, we reiterate that the separate colleges approach would seem to provide the best mix of administrative efficiency and programmatic enhancement. We firmly believe that this is true for the faculty in CLASS and POSC who are proposing the creation of CPIA. We also think that it holds true for colleagues in communications units proposing a College of Communications and for colleagues in the humanities and in sociology and anthropology who have expressed a clear interest in liberal education (and have many shared research and programmatic interests in cultural studies). Each would be better served by a lean administrative structure, with greater decision making authority and a more focused mission.

In the remainder of this section of the proposal, we examine various specific dimensions of the rationale for the creation of a College of Public and International Affairs.

Student Needs and Interests
The INTA, ISS, POSC, & PUAD majors have been among the fastest growing programs in the entire university over the past five years. In turn, dramatic growth in the criminal justice concentration in PUAD combined with innovative thinking produced a new cross-disciplinary major in Justice Studies that was launched in fall 2004. The growth in these public affairs majors reflects a sustained student interest in applying cross-disciplinary perspectives toward domestic and international needs in both governmental and non-governmental organizations. The bulk of JMU’s student body comes from the Mid-Atlantic region in which knowledge of and interest in public and international affairs is higher than in the United States as a whole. The enrollment explosion of these 5 majors, recent growth in the MPA program, the continued expansion of the Washington Semester program, and the career paths of our graduates all illustrate that JMU is already attracting students who see JMU as a worthy entry point into public and international affairs.
The creation of CPIA would leverage this existing student interest. For potential future students, the CPIA structure would enrich the quality of JMU’s existing programs in this area. In addition, the CPIA structure would enhance JMU’s ability to design innovative programs that could meet student needs now and into the future.

Student demand for minor programs has also been an issue for the academic units that are proposing CPIA. At present, the Political Science and Public Administration minors have been suspended to free up resources to meet the demands of the major programs in these areas. The Criminal Justice minor program, which has 205 students, is currently operating on a waiting-list basis. The Political Communications minor, with 75 students, also is beginning to be overwhelmed, as major program course demands in Political Science and Communication Studies reduce course availability for students enrolled in the minor, creating a backlog of students waiting for courses. The creation of CPIA would provide the opportunity to strengthen support for these minor programs and enable departments to respond better to student interest and demand.

Curricular and Program Development
One of the most exciting prospects tied to the creation of CPIA is the potential for curricular and program development. A college with a focused mission and faculty who are dedicated to its realization will provide a coherent atmosphere for innovation and the evaluation and implementation of new ideas. This synergy can also expand the possibilities for identifying new opportunities as colleagues in other academic units with a specific interest in some aspect of public and international affairs can plug into the planning process at CPIA. CPIA would provide a single, integrated platform from which to nurture and to publicize all existing efforts in public and international affairs at JMU.

A variety of ideas currently under active consideration or initial stages of discussion could find a suitable and useful home within the CPIA structure:
- the five aforementioned undergraduate and graduate programs under development (re: information analysis, the European Union, international non-profit management, civil affairs, and public policy) would be easier to develop and to launch from CPIA
- POSC, PUAD, & INTA faculty already have proposed a concentration in public policy for PUAD majors and graduate students; this concentration could lead to a minor in public policy in domestic & international settings
- JUST faculty could develop proposals for related graduate programs from a more visible (and standard) organizational unit in public affairs
- ISS faculty could probe for synergy with a broader cohort of public affairs scholars than is found within CLASS alone
- a polling center could be launched to provide students with experiential learning opportunities while serving external constituents
  - would enhance the university’s visibility as poll results garner news coverage in local, state and national media
  - could also provide the impetus for the creation of an academic program in applied social statistics
- CPIA could develop a center for simulations in public and international affairs that would serve both JMU students and external constituents in university and secondary education
- CPIA provides a vehicle for further development of the existing MPA program as well as other certificate and degree programs in the rapidly evolving graduate study environment of the university
- Rejuvenation of the Urban Studies minor program in the sort of public affairs unit in which such programs are housed in most universities

The development and future success of these and other public and international affairs projects would be more difficult to accomplish within a college largely framed around the liberal arts.

Facilitation of Interdisciplinary and Cross-disciplinary Collaboration
As illustrated above, programs in public and international affairs often involve interdisciplinary approaches and cross-disciplinary collaboration. We firmly believe that the most productive examples of interdisciplinary teaching and research are stimulated by a problem-solving orientation. In short, professionals are motivated to employ a variety of disciplinary perspectives in the service of generating a more multidimensional
understanding of the topics under examination. We note that four of the five undergraduate majors in the proposed CPIA structure are cross-disciplinary programs. This speaks to the fit between a focus on public and international affairs and the promotion of collaboration across disciplines.

Accordingly, the CPIA structure should and will nurture productive interdisciplinary and cross-disciplinary work dedicated to improving our understanding of public and international affairs. CPIA faculty will work with a dean familiar with the relevant problem set and conversant in the mix of disciplinary approaches that can be brought to bear. The shared mission and focused administrative structure should stimulate the creation of collaborative research agendas, innovative academic programs and courses, and cross-disciplinary outreach initiatives.

**Outreach**

Of all the substantive components in the proposed mission for CPIA, outreach efforts would be the one most enhanced by the creation of a stand-alone college. As we noted in the initial section of this proposal, many external constituents are hesitant to work with department heads and/or associate deans because of the uncertainty associated with their intermediate administrative posts. A dean for CPIA would energize outreach efforts by brokering partnerships and publicizing and stimulating the work of CPIA faculty in the world beyond our campus.

Below we list a few examples to illustrate how outreach could be enhanced via the CPIA structure:

- CPIA could more readily contract various research and instructional services to government agencies
  - e.g. policy analyses for various agencies; summer training for government employees
- several faculty in CLASS and POSC have expressed interest in developing a center for civic engagement that focuses on community involvement in public and international affairs
  - such a center would be easier to design, administer, and publicize from the CPIA platform
- CPIA would provide a platform from which to seek funding from sources that share these interests such as the Pew Charitable Trusts

- CPIA could help negotiate partnerships with specialized public affairs programs
  - e.g. Georgetown’s foreign service program or Ohio State’s political psychology program (the POSC department recently hired a professor with a specialization in political psychology who has OSU ties [as do other POSC faculty])

- CPIA could develop partnerships that integrate local and national resources
  - e.g. one might consider a consortium with EMU and the U.S. Department of State regarding refugee resettlement, political asylum, and human rights issues

- CPIA could develop innovative educational initiatives in public affairs
  - e.g. assistance in curriculum development for public colleges and the aforementioned simulations center

**Enhanced Ability to Realize the Six Strategic Characteristics in JMU’s Centennial Plan**

In addition to the points discussed above, we also believe that the creation of CPIA is consistent with JMU’s 29 Defining Characteristics and that it would enhance these academic units’ ability to meet the six strategic priorities outlined in JMU’s Centennial Plan:

**Diversity:** The diversity goals focus on the recruitment of a more diverse faculty, staff, and student body. We note here that CLASS and POSC both have achieved gender balance on their respective faculties even though women remain underrepresented among the supply of available job candidates with terminal degrees. We would like to build on this success by extending the racial and ethnic diversity of our faculty and staff. One of the central challenges to recruiting a more diverse faculty is the gap between JMU entry-level salaries and prevailing market levels for a scarce cohort of Ph.D.-holding job candidates with diverse backgrounds. We believe that the leaner, more outreach-driven administrative structure we propose will improve the ability to recruit diverse faculty by stimulating the identification of research contracts and fund-raising opportunities. This could enable us to develop a post-doctoral fellowship program for scholars from diverse backgrounds. Such a post-doctoral program would provide useful professional development opportunities for these young colleagues and it would give us an opportunity to get them onto our campus as colleagues. It is our hope that it would be easier to recruit these colleagues for salaries below prevailing market norms if they have good experiences in
this program. Even if and when some of these post-doctoral fellows move on elsewhere, they will be taking with
them a positive image of JMU that will improve our ability to recruit a more diverse faculty.

In the same vein, we believe that enhanced research and outreach activities will improve our ability to attract
and to engage a more diverse cohort of undergraduate and graduate students. These programs already attract a
more racially and ethnically diverse student cohort of majors than the JMU student body as a whole.
Historically, the International Affairs major has had a substantial number of foreign students and Hispanic-
American students; we would expect these numbers to increase within a new, higher profile, college structure.
Further, programs such as the Justice Studies major and a rejuvenated Urban Studies minor address subject
matter that is likely to be attractive to minority students.

Financial Resources: The CPIA structure provides a multifaceted approach to building financial resources from
sources beyond the JMU budget. Some of these new resources will come from contracting opportunities with
government and non-governmental agencies interested in our services. In addition, the creation of a more visible
organizational structure should raise the profile of all faculty members, thus improving their ability to win
competitive external grants. Even without the aid of the CPIA structure, existing faculty members have secured
funding from an array of private and public sources including – the American Political Science Association, the
Fulbright Commission, the National Endowment for the Humanities, the Organization of American States, the
Tinker Foundation, and Washington area consulting firms. As JMU’s profile grows, our competitiveness in this
regard will grow as well.

Private Support: As noted earlier, the dean and a member of the JMU Office of Development will work together
to pursue external funding opportunities. This scenario stands in stark contrast to the status quo in which these
academic units share a single development representative who must work on behalf of a diverse collection of 14
academic units as must the CAL dean. The ability of these overburdened professionals to identify funding
opportunities in public and international affairs—and to build the personal relationships central to this process—
is limited at best. The CPIA structure should provide a much better platform for increasing private support of
these programs.

The creation of CPIA also will provide a naming opportunity that could be used to “kickoff” a new fundraising
initiative. Most existing public affairs colleges are named after prominent individuals in the public arena. For
example, JMU might consider approaching Sen. John Warner or Rep. Frank Wolf in this regard.

Graduate Programs of Distinction: Another exciting element of the CPIA proposal is that it meshes well with
existing plans to revise the MPA program. We are discussing the creation of innovative programs in
international non-profit management and in contract management. Currently, both of these important career
fields are underserved nationally. While there are at least 27 graduate certificate programs in non-profit
management, none of them focus on the challenges particular to managing non-profits internationally. Given our
proximity to Washington, DC—home to many international NGOs—we believe that this priority would serve
the interests of both students and external constituents. Similarly, while quite a few programs are developing a
single course in contract management, we believe that the issues and skills sets involved might benefit from the
development of a concentration or certificate program. In addition, faculty members in CLASS and POSC have
expressed an interest in developing a graduate program in public policy that would blend domestic and
international concerns. Many of the courses and programs under consideration would not only serve needs
beyond the campus, but would also be of interest to students in other JMU graduate programs in business,
health, and integrated science and technology. The CPIA structure provides a useful platform for developing
innovative graduate programs that meet emerging concerns in public and international affairs.

Professional Development: As one can see over the length of this proposal, we believe that the CPIA structure
will enhance considerably the professional development opportunities for our faculty. By creating a focused
mission and lean administrative structure dedicated to its realization, CPIA will stimulate many avenues for
professional development. It will foster synergy among colleagues. It will enhance interdisciplinary and cross-
disciplinary problem-solving. It will boost efforts to attract external grants and contracts.
Institutional Planning: The creation of CPIA is in line with the key performance indicators for this goal. The defining characteristics, as seen above, are guiding our planning efforts in proposing this unit. Faculty members have been engaged in generating this proposal through consultation with colleagues inside and outside their respective academic units. As a result, this proposal not only reflects our consideration of our own resources, goals, and priorities but also those expressed by colleagues throughout CAL. As we have noted at several points in this document, we believe that the model of four focused colleges will help all of the academic units currently housed in CAL achieve the sorts of missions that they have been discussing.