

**BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
NEW DOCTORAL DEGREE PROPOSAL STAFF ANALYSIS**

Program: Ph.D. in Integrative
Anthropological Sciences

CIP Code: 45.0299

Institution: University of Central Florida

Proposed Implementation Date: Fall 2018

Staffed By: T. Roach

Initial Review Date: 03/27/17

Last Update: 05/16/17

Projected program costs:

	Total	% & \$ Current Reallocated	% & \$ New Recurring	% & \$ New Non- Recurring	% & \$ C&G	Auxiliar y Funds	Cost per FTE	SUS 15- 16 Average Cost per FTE
Year 1	\$288,464	100% \$288,464	0% \$0	0% \$0	0% \$0	\$0	\$59,111	\$15,520* 45 CIP
Year 5	\$667,539	81.1% \$541,605	0% \$0	0% \$0	18.9% \$125,934	\$0	\$38, 631	

**NOTE: The range of costs associated with the Average E&G Cost per FTE can vary considerably by university due to factors related to enrollment scale and diversity of programs in any particular CIP Code.*

Projected FTE and Headcount are:

	Student Headcount	Student FTE
First Year	7	4.875
Second Year	13	9
Third Year	20	11.25
Fourth Year	26	13.13
Fifth Year	27	14.02

On March 29, 2007, the Florida Board of Governors approved Board Regulation 8.011, which sets forth criteria for implementation and authorization of new doctorates by the Board of Governors, as well as criteria for implementation and authorization of Bachelor's, Master's and Specialist degrees by Boards of Trustees. The following staff analysis is an assessment of how well the university meets Board Accountability and Readiness criteria for implementation of this degree program.

Proposal Page Numbers:

INTRODUCTION		ACCOUNTABILITY		READINESS				
Program Description	BOG Goals	Overall	Budget	Mission and Strength	Program Quality	Curriculum	Faculty	Resources
2	7	11	33	43	55	61	78	89

A. Program Description:

The University of Central Florida (UCF) is proposing to offer a PhD in Integrative Anthropological Sciences; CIP code 45.0299 (p. 2). The program will be offered in face-to-face format at its main campus (Orlando) (p. 11).

The proposed UCF PhD in Integrative Anthropological Sciences program is expected to prepare graduates to assume interdisciplinary and integrative roles in academia, government, and industry in a variety of specializations such as environmental services, management and technology, non-profit (pp. 3-4). The program proposes to prepare graduates to have proficiency in quantitative and qualitative methods, innovative approaches to the transformation in human societies as well as provide graduates with essential workforce skills. The program will recruit students nationally and as well as from UCF's Master of Arts in Anthropology program (p. 31). The majority of students are expected to enroll full-time (p. 31). The program requires graduates to pass a comprehensive examination, demonstrate proficiency in a foreign language or a research methodology, and to successfully defend a written dissertation proposal based on student's original research (p. 64).

The UCF program would be the fourth anthropology research doctorate program in the SUS system and the first in CIP 45.0299. The two SUS universities that currently offer similar doctoral programs are the University of Florida (PhD in Anthropology; CIP 45.0201) and the University of South Florida - Tampa (PhD in Applied Anthropology; CIP 45.0201), Florida State University's PhD in Anthropology program was suspended in Fall 2009 (CIP 45.0201). Finally, Florida International University offers a PhD in Sociology which has a concentration in Global and Sociocultural Studies using CIP code 45.1101 (p. 27) (Board of Governors, Academic Program Inventory, Historical Program Information, May 15, 2017) .

The proposed doctoral program will require the completion of 51 credit hours at the graduate level and require a master's degree for admission. The 51 credit hours include 12 credits of required courses, 24 credits of elective courses and 15 hours of dissertation (p. 2).

B. System-Level Analysis and Evaluation in accordance with BOG Regulation 8.011:

The proposal references the State University System's Board of Governors Strategic Plan, 2012-2025 (p. 7). The proposal notes that the new program supports the following goals from the 2012-2025 plan:

- Teaching and Learning;

- Research, Scholarship, and Innovation;
- Community and Business Engagement.

These goal alignments are expected to be accomplished by:

- Strengthen the Quality and Reputation of Academic Programs and Increase Degree Productivity
- Strengthen Quality and Reputation of Scholarship, Research and Innovation, Increase Research and Commercial Activity; Increase Collaboration and External Support for Research Activity
- Strengthen Quality and Recognition of Commitment to Community and Business Engagement; Increase Levels of Community Engagement, Increase Community and Business Workforce

The proposal notes that UCF faculty members are already active within the UCF community and beyond and graduates will be encouraged to continue these types of partnerships (pp. 9-10).

Need and Demand Analysis

Overall Need

The UCF proposal explains that graduates will be ready for employment in academic and applied settings (p. 11). Additionally, the program will produce graduates with transferable skills across academia and the public/private sector (p. 11). Data related to 1) the need for a PhD trained workforce, 2) the need for doctoral graduates to work in Non-Academic Areas, and 3) the need for doctoral graduates to work in Academic Areas were also provided in the proposal. Along with data to support these claims, the proposal includes six (6) letters from external universities, four (4) letters from SUS institutions, and five (5) letters from Florida based private and public sector agencies (Appendix E).

Need for a PhD Trained Workforce

Research demonstrates that PhD graduates, on average, out earn their Master's and Bachelor's counterparts (p. 12), and data from the Florida Education and Training Placement Information Program (FETPIP) demonstrate that graduates with a doctoral degree from SUS institutions earn more than Master's and Bachelor's graduates (p. 13). However, the competitiveness of PhD in Anthropology graduates in the labor market as

compared with Master's in Anthropology graduates is not clear (pp. 13-15) as labor market demand research is primarily focused on graduates with bachelor's or master's degrees (p. 16; 17; 19).

Finally, the link between awarding PhD's and attracting high-value employers is not clear as the proposal does not provide commitments from regional or national employers to hire graduates from this specific program (Appendix E). Additionally, as the proposed program relies on integrative and interdisciplinary training, it is uncertain if graduates will have enough substantive training in GIS or statistics to compete for GIS or statistics positions, as graduates are only required to complete one required GIS course and no quantitative course sequence (p. 72). It is also unclear how adding to the pool of Anthropology doctoral graduates in Florida will attract high quality or high demand employers (p. 13).

Need for Graduates in Non-Academic Areas

The proposal also notes that PhD's in Anthropology are more likely than Sociologists and Political Scientist PhD's to work in non-academic areas (p. 15). While Anthropology graduates are more likely to plan on employment outside of academia as compared to sociology or political scientist graduates (Survey of Earned Doctorates 2013; 2014), this obscures that the majority of anthropology graduates with a PhD still report planning on pursuing jobs in academia. For example, the Survey of Earned Doctorates indicates that in 2014, 77.3% of surveyed anthropology graduates had definite employment plans in academia and in 2013, 71.9% reported employment plans in academia (Survey of Earned Doctorates, 2013; 2014). Thus, the majority of Anthropology graduates are seeking jobs in academia.

Moreover, graduates who seek employment not in academia will face a limited number of available positions. According to the *Bureau of Labor Statistics Occupational Handbook 2014-2024*, Anthropologists and Archaeologists will face slower than average occupational growth. Additionally the majority of occupations that the proposal suggests that graduates may seek employment in only require training at the bachelor or master's level. For example, Cartographers and Photogrammetrists, Remote Sensing Scientists, Natural Science Managers, and Life Scientists all only require a Master's or Bachelor's degree (p. 19).

Additionally, a search of the Anthropology Careers and Employment website on April 3, 2017, which is the job board of the American Anthropological Association only returns 9 jobs with the search terms "anthropology" and "doctorate." When searching www.indeed.com on April 3, 2017 for "anthropology" and "senior level," (which refers to a wide range of credentialing from Bachelor's and Master's to PhD's with 15 years of experience) only 80 open jobs are returned and when using "archeology" and "senior

level” 15 open positions are returned.

These findings are in line with the BLS projection of slower than average growth for Anthropology and Archaeology positions. Additionally, the BLS, reports that, “Prospective anthropologists and archeologists will likely face strong competition for jobs because of the small number of positions relative to applicants” (Bureau of Labor Statistics Occupational Handbook 2014-2024). Thus, there are a limited number of jobs for the graduates of this program in a field that is not experiencing rapid growth.

Need in Academic Areas

Graduates of PhD programs often find employment in academia and the proposal notes that according to a recent survey, 53% of Anthropology PhD’s held tenure or entered tenure track faculty positions (p. 22). However, the number of tenure track positions available for Anthropology and Archaeology graduates is limited.

A search of the Archaeology job wiki on April 21, 2017 showed 26 full-time tenure track positions at 4-year public and private institutions in the United States for Academic Year 2017-2018. A search of the Chronicle of Higher Education Job Listing on April 3, 2017 returned 6 open tenured/tenure track positions at public and private 4-year institutions with “anthropology” as the search term. When using “archaeology” as the search term, zero tenured/tenure track positions were open at 4 year public and private universities. Finally, the proposal also notes that graduates would be well positioned to work in research positions (pp. 11-12). A search of USAjobs.gov on April 4, 2017 returned four (4) jobs that would require PhD level training in Anthropology and two (2) jobs that would require PhD level training in Archaeology.

While it appears that there are academic positions available for PhD graduates with specializations in Anthropology and Archaeology, the number of available positions is small. It is possible that graduates from this program will face a substantial amount of competition from graduates of similar PhD programs, which may be why PhD’s in Anthropology and Archaeology are more likely to seek positions outside of academia compared to their sociology and political scientist counterparts. Overall, it would seem that the graduates from this program may have difficulty finding academic positions that necessitate training above a master’s degree.

Demand from Students

Demand among UCF Students

In terms of enrollment projections, the proposal indicates that seven (7) students are

expected to enroll in the program in the first year with the number of students enrolled increasing to 27 students by the fifth year. The program plans to offer admission to fourteen (14) students in the first year and UCF anticipates the applicant pool will be no smaller than 20 (p. 31).

UCF surveyed 142 undergraduate majors in Anthropology to gauge their interest in a PhD in Integrative Anthropological Sciences. Seventy percent (n=99) of current undergraduate anthropology majors indicated that they planned to attend graduate school and 76% (n=75/99) of the current undergraduate anthropology majors who reported that they were planning on graduate school indicated a desire to pursue doctoral education (p. 24). UCF also administered an online survey to their Master's students in Anthropology and 27 of 38 active MA in Anthropology students responded. Twenty current MA students (74%) indicated that they planned to apply to a doctoral degree program once they completed their studies at UCF and sixteen of those twenty students indicated that they would be "very likely" or "somewhat likely" to apply for a PhD in Integrative Anthropological Sciences (p 24).

Given that the proposed program plans to enroll Master's graduates from similar programs (p. 31) an analysis of degrees awarded (2013-2016) from similar programs in the SUS was completed (Board of Governors Interactive Database, 04/21/2017). It appears that the program will be able to meet their long term enrollment projections (27 by year five (5)). However, the labor market demand is for graduates with bachelor's or master's degree, therefore, graduates may opt to enter the workforce rather than pursue doctoral study, which may hinder future enrollments.

Substantially Similar Programs

Currently, two SUS institutions offer doctoral programs in Anthropology and one institution offers a major in in Global and Sociocultural Studies that is likely associated with their existing PhD in Sociology. Florida International University - PhD in Sociology with a major in Global and Sociocultural Studies (CIP 45.1101); the University of Florida - PhD in Anthropology (CIP 45.0201), and the University of South Florida - Tampa - PhD in Applied Anthropology (CIP 45.0201). The proposal notes that the program will be different from the existing ones in the state university system because of its focus on scientific methodologies, building professional skills into all classes, and strengths in science and topical competencies (p. 28). Students would also obtain specific skills in "geospatial analyses, modeling and visualization, materials and isotopic sciences, and qualitative and quantitative methods"(p. 26).

The courses that students will be expected or encouraged to take and the training that they will gain does not appear to be substantially different from the existing Anthropology programs at the University of Florida or the University of South Florida -

Tampa. For example, the University of Florida curriculum offers students the ability to take courses in Geographic Information Systems, Osteology, Ethnographic Field Methods, Language and Culture, and Latin America, and UCF's proposed curriculum has proposed courses in all of these areas as well.

The University of South Florida - Tampa's curriculum also shares similarities with the proposed UCF Anthropology curriculum. For example, USF offers its students the opportunity to take courses in bioarchaeology, osteology, Caribbean cultures, and quantitative and qualitative methods, which are all found in the proposed UCF curriculum. Therefore, while UCF states that the proposed program is substantially different from the existing SUS offerings in Anthropology (p. 27), the UCF program shares several similarities with the existing Anthropology programs at the University of Florida and the University of South Florida - Tampa.

However, UCF's PhD in Integrative Anthropological Sciences will allow its students to tailor their studies through the development of interdisciplinary methodological skills. One way that the proposed program will allow students to develop these integrative skill sets is through the proficiency requirement as well as the individual plan of study (POS) that students develop with their faculty advisor (p. 65).

Students may meet the proficiency requirement in two ways: demonstrating proficiency in a foreign language or by demonstrating proficiency in a methodology. To meet the foreign language proficiency requirement students can provide evidence of four semesters of undergraduate enrollment with a B or higher, by taking the necessary undergraduate courses during their PhD studies, or by passing a university administered proficiency exam (p. 68). To meet the methodological proficiency requirement students will take courses, learning activities, or partake in internships that are approved and directed by their advisor and in consultation with the Graduate Program Director (p. 68).

The response to the proposed degree program from universities in the SUS was positive. The University of Florida, Florida Atlantic University, Florida International University and the University of South Florida - Tampa provided support for the implementation of the proposed program (Appendix E). The University of South Florida - Tampa's letter spoke of the overlap between the proposed program and their existing PhD in Applied Anthropology program, but the University of South Florida - Tampa did not oppose UCF implementing their program (Appendix E).

External Consultants Reports

A review of the proposed program was conducted by two external consultants, Sander Ernst van der Leeuw, PhD, Founding Director and Foundation Professor of the School of Human Evolution and Social Change at Arizona State University and Lawrence

Schell, PhD, Director, Center for the Elimination of Minority Health Disparities at the State University of New York, University at Albany (Appendix D). Both consultant's reports expressed the need and support for UCF's proposed program.

Overall, Dr. Schell, supports the implementation of this program and does not offer any negative comments regarding the proposed program implementation (Appendix D).

Dr. van der Leeuw states, "Overall, I think this is a department that completely merits to be enabled to develop a full PhD program" and that the, "department has the strength to carry the program out" (Appendix D).

Both consultants mention the need for additional faculty if the program grows in the coming years and Dr. van der Leeuw mentions that the proposed program could be enhanced through the development of online courses or modules (Appendix D). Both consultants enthusiastically recommend the implementation of a PhD in Integrative Anthropological Sciences (Appendix D).

It should be noted that most doctoral proposals include only one external consultant report. These two consultants were also involved in reviewing UCF's existing bachelors and master's programs and during those reviews they both expressed support for the implementation of an Anthropology PhD program at UCF (Appendix D).

Summary

From the board staff review it is unclear that business and industry will require individuals with doctoral training in Anthropology as current occupational demand requires only bachelor and master's level training for a number of the possible occupations for program graduates that the proposal references. Additionally, the labor market demand for graduates of this program is not expected to substantially grow by 2024. There is also a limited number of tenure track faculty positions in Anthropology and Archaeology. The lack of tenure track available positions may be a result of when the job search was conducted as the hiring season for academic faculty positions is typically in the fall. The inability to verify labor market demand for doctoral trained graduates in Anthropology raises some concern.

However, the existing faculty strengths in Anthropology suggest that a PhD program in Anthropology would be a good fit for UCF. The faculty has substantial training and expertise in a range of anthropological specialties including but not limited to: bioarchaeology, geographic information science, osteology, and forensic archaeology (Appendix I). Additionally, the UCF faculty are talented researchers evidenced by their research production and ability to secure external funding (pp. 86-87). For example, faculty have published 15 books, published an average of 31 peer reviewed articles per

year over the past 5 years, and external funding for the Anthropology department for the past five years totals \$1.08 million (p. 86-88). Additionally, the UCF faculty has a record of outstanding teaching with two (2) faculty members receiving national teaching awards, ten (10) faculty members receiving college level teaching awards and four (4) faculty members receiving university wide teaching awards (p. 85). In terms of service, the proposal cites that all graduate faculty members have served the Department of Anthropology in some capacity and the majority of faculty have served on university and college committees (pp. 88-89).

Thus, the development of a PhD in Integrative Anthropological Sciences seems like a logical next step for this department and the two external consultants who were invited to review the proposed program concur. Both consultants expressed support for the program and suggest that UCF is uniquely positioned to offer the program.

C. Assessment of the University Review Process in accordance with BOG Regulation 8.011:

Due to the system of stair step accountability set in place by the Board of Governors in Regulation 8.011, it is now incumbent upon University Board of Trustees to verify that all doctoral programs coming before the Board of Governors have met the requirements of the regulation. The following is an assessment of the university review process to ensure that all criteria set forth have been considered by the university prior to submission to the Board of Governors office.

ACCOUNTABILITY

Check 'yes' or 'no' box, and make comments beneath criterion as appropriate.

1. Overall - *The proposal is in the correct format, includes all necessary signatures, and contains complete and accurate tables for enrollment projections, faculty effort, and the proposed budget.*

YES NO

 The proposal has been approved by the university board of trustees and includes all required signatures.

The University of Central Florida's Board of Trustees approved the program on March 16, 2017.

 The university has provided a proposal written in the standard SUS format which addresses new academic program approval criteria outlined in BOG Regulation 8.011.

The Board of Governors new degree proposal format is used, as expressed in the Board's Regulation 8.011.

- The pre-proposal was reviewed by the Council of Academic Vice Presidents (CAVP) workgroup and any concerns identified by the group have been listed and addressed in the proposal.**

The pre-proposal was reviewed at the February 2014 CAVP meeting. The proposal states that no substantive issues were raised except with regard to the initial CIP code selection of 30.17 (p. 5).

- The university has provided data that supports the need for an additional program in the State University System as well as letters of support or concern from the provosts of other state universities with substantially similar programs.**

Currently, two SUS institutions offer doctoral programs in Anthropology and one institution offers a major in in Global and Sociocultural Studies that is likely associated with their existing PhD in Sociology. Florida International University - PhD in Sociology with a major in Global and Sociocultural Studies (CIP 45.1101); the University of Florida - PhD in Anthropology (CIP 45.0201), and the University of South Florida - Tampa - PhD in Applied Anthropology (CIP 45.0201). The proposal notes that the program will be different from the existing ones in the state university system because of its focus on scientific methodologies, building professional skills into all classes, and strengths in science and topical competencies (p. 28). Students would also obtain specific skills in "geospatial analyses, modeling and visualization, materials and isotopic sciences, and qualitative and quantitative methods" (p. 26).

The courses that students will be expected or encouraged to take and the training that they will gain does not appear to be substantially different from the existing Anthropology programs at the University of Florida or the University of South Florida - Tampa. For example, the University of Florida curriculum offers students the ability to take courses in Geographic Information Systems, Osteology, Ethnographic Field Methods, Language and Culture, and Latin America, and UCF's proposed curriculum has proposed courses in all of these areas as well.

The University of South Florida - Tampa's curriculum also shares similarities with the proposed UCF Anthropology curriculum. For example, USF offers its students the opportunity to take courses in bioarchaeology, osteology, Caribbean cultures, and quantitative and qualitative methods, which are all found in the proposed UCF curriculum. Therefore, while UCF states that the proposed program is substantially different from the existing SUS offerings in Anthropology (p. 27), the UCF program shares several similarities with the existing Anthropology programs at the University of

Florida and the University of South Florida – Tampa.

However, UCF’s PhD in Integrative Anthropological Sciences will allow its students to tailor their studies through the development of interdisciplinary methodological skills. One way that the proposed program will allow students to develop these integrative skill sets is through the proficiency requirement as well as the individual plan of study (POS) that students develop with their faculty advisor (p. 65).

Students may meet the proficiency requirement in two ways: demonstrating proficiency in a foreign language or by demonstrating proficiency in a methodology. To meet the foreign language proficiency requirement students can provide evidence of four semesters of undergraduate enrollment with a B or higher, by taking the necessary undergraduate courses during their PhD studies, or by passing a university administered proficiency exam (p. 68). To meet the methodological proficiency requirement students will take courses, learning activities, or partake in internships that are approved and directed by their advisor and in consultation with the Graduate Program Director (p. 68).

The response to the proposed degree program from universities in the SUS was positive. The University of Florida, Florida Atlantic University, Florida International University and the University of South Florida – Tampa provided support for the implementation of the proposed program (Appendix E). The University of South Florida – Tampa’s letter spoke of the overlap between the proposed program and their existing PhD in Applied Anthropology program, but the University of South Florida – Tampa did not oppose UCF implementing their program (Appendix E).

The university has provided complete and accurate projected enrollment, faculty effort, and budget tables that are in alignment with each other.

The university provided adequate information on enrollment (Table 1-B), budget (Table 2 & 3), and faculty effort (Table 4).

The university has included a statement in the proposal signed by the equity officer as to how this proposal will meet the goals of the university’s equity accountability plan.

The program plan for achieving diversity has been reviewed and signed by the UCF Equity Officer on August 11, 2016.

The program does not substantially duplicate programs at FAMU or FIU or, if it does, evidence was provided that consultations have occurred with the affected university on the impact of the new program on existing programs.

The proposed program does not duplicate any program offered at FAMU or FIU.

2. Budget – *The proposal presents a complete and realistic budget for the program consistent with university and BOG policy, and shows that any redirection of funding will not have an unjustified negative impact on other needed programs.*

YES NO

The University Board of Trustees has approved the most recent budget for this proposal.

The University of Central Florida’s Board of Trustees approved the budget on March 16, 2017.

The university has reviewed the budget for the program to ensure that it is complete and reasonable, and the budget appears in alignment with expenditures by similar programs at other SUS institutions.

The average SUS expenditure per student credit hour for doctoral level CIP 45 for academic year 2015-2016 is \$646.67 for a total of \$15,520.08 per student FTE.

The University of Central Florida is proposing that in the first year of operation the cost per student FTE will be \$59,111 and by the fifth year of operation the total cost per student FTE will be \$38,631.

The proposal indicates that the program will follow the cost-recovery or market-rate funding models. If so, details and timelines for getting approvals for these funding models are included in the proposal.

The proposal indicates that the program will follow the traditional E&G funding model (p. 37).

In the event that resources within the institution are redirected to support the new program, the university has identified this redirection and determined that it will not have a negative impact on undergraduate education, or the university has provided a reasonable explanation for any impact of this redirection.

The proposal does note that the proposed PhD program will have the biggest impact on the existing M.A. in Anthropology program (p. 38). The proposed program will necessitate an allocation of funds from the M.A. program to the PhD program for budget and graduate stipends (p. 38). The existing M.A. curriculum will also have to be amended to match the proposed PhD course offerings (p. 38). The proposal notes that

although the department is still committed to the M.A. program financial support will be allocated in favor of the PhD program, therefore, the M.A. program is expected to take on a more professional focus, drawing a student body that is self-funded or employer supported (p. 38). Finally, it is anticipated that the size of the M.A. program will decrease (p. 38).

READINESS

Check 'yes' or 'no' box, and make comments beneath criterion as appropriate.

3. Program Quality – *The proposal provides evidence that the university planning activities have been sufficient and responses to any recommendations to program reviews or accreditation activities in the discipline pertinent to the proposed program have been addressed.*

The university has followed a collaborative planning process for the proposed program in accordance with policies and procedures adopted by the University Board of Trustees.

An external consultant has reviewed the proposal and supports the department's capability of successfully implementing this new program.

A review of the proposed program was conducted by two external consultants, Sander Ernst van der Leeuw, PhD, Founding Director and Foundation Professor of the School of Human Evolution and Social Change at Arizona State University and Lawrence Schell, PhD, Director, Center for the Elimination of Minority Health Disparities at the State University of New York, University at Albany. Both consultant's reports expressed the need for such a program. Dr. van der Leeuw states, "I think this is a department that completely merits to be enabled to develop a full PhD program" (Appendix D). Both consultants do mention the need for additional faculty if the program grows in the coming years and Dr. van der Leeuw mentions that the proposed program could be enhanced through the development of online courses or modules (Appendix D). Both consultants enthusiastically recommend the implementation of a PhD in Integrative Anthropological Sciences (Appendix D).

The university has found the level of progress that the department has made in implementing the recommendations from program reviews or accreditation activities in the discipline pertinent to the proposed program to be satisfactory.

The last review of the UCF Anthropology Master's and Bachelor's programs was completed in 2010-2011 (p. 55). This review was verified by Board staff on 04/28/2017. Recommendations for the Anthropology Bachelor's program included: refining the department's strategic plan, reviewing curriculum, adjusting faculty work load,

working with university wide colleges and external campuses to maximize funding and collaboration, and identifying and exploring additional instructional and office space. In response to the recommendations for the bachelor's program, the Anthropology department hired six new faculty members, placed all tenured/tenure track faculty on a 2/2 load, implemented curriculum changes, and have begun to secure new instructional and office space (pp. 56-57). The proposal reports that maximizing funding to the department is still in progress as securing tuition waivers is limited, however, the department did receive a commitment of recurring funds from the College of Sciences (p. 57).

The recommendations of the review of the Anthropology Master's program included: refining the department's strategic plan, preparing to implement a PhD program, support faculty workload, increasing external funding, identify additional instructional and office space, and partnering with university and external stakeholders (pp. 57-59). In response to the recommendations for the master's program, the Anthropology department is refining their strategic plan, hired six new faculty members (three of whom that are specific to the PhD program), have begun the implementation of a PhD in Integrative Anthropological Sciences, and have encouraged faculty to apply for external funding. As a result external funding has increased for the six new faculty members (pp 57-59). Additionally, several faculty members have begun to establish research collaborations with faculty from other departments (p. 57-59).

The university has analyzed the feasibility of providing all or a portion of the proposed program through distance learning.

The proposal notes that the program will be delivered face-to-face. The proposal notes the possibility of offering some courses in a mixed-mode format (p. 77-78).

If necessary, the university has made allowances for licensure and legislative approval to be obtained in a timely manner.

N/A

4. Curriculum - The proposal provides evidence that the university has evaluated the proposed curriculum and found that it describes an appropriate and sequenced course of study, and that the university has evaluated the appropriateness of specialized accreditation for the program.

YES NO

The university has reviewed the curriculum and found that the course of study presented is appropriate to meet specific learning outcomes and industry driven competencies discussed in the proposal.

The curriculum requires the completion of at least 51 credit hours beyond the master's degree. The curriculum includes 12 credits of required courses, 24 credits of elective courses, and 15 hours of dissertation (pp. 2; 66; 69).

Based upon the proposal, the level of STEM training provided to graduates does not appear to be substantial. Graduates are only required to take one GIS course and a course in either quantitative or qualitative methods and there is no required quantitative course sequence (p. 72). This could be alleviated within the individual student's "plan of study" developed with faculty input, but graduates can conceivably complete the program by enrolling in survey courses that are focused on Anthropology and Archaeology and not on specific STEM methodologies.

The proficiency requirement has been clarified to reflect the integrative and interdisciplinary nature of the proposed program. Students may meet the proficiency requirement in two ways: demonstrating proficiency in a foreign language or by demonstrating proficiency in a methodology. To meet the foreign language proficiency requirement students can provide evidence of four semesters of undergraduate enrollment with a B or higher, by taking the necessary undergraduate courses during their PhD studies, or by passing a university administered proficiency exam (p. 68). To meet the methodological proficiency requirement students will take courses, learning activities, or partake in internships that are approved and directed by their advisor and in consultation with the Graduate Program Director (p. 68).

The university anticipates seeking accreditation for the proposed doctoral program, or provides a reasonable explanation as to why accreditation is not being sought.

As stated in the proposal and as verified by Board staff, there are no accrediting agencies for the Anthropology discipline (pp. 76-77).

5. Faculty – The proposal provides evidence that the university is prepared to ensure a critical mass of faculty will be available to initiate the program based on estimated enrollments, and that faculty in the aggregate have the necessary experience and research activity to sustain a doctoral program.

YES NO

The university has reviewed the evidence provided and found that there is a critical mass of faculty available to initiate the program based on estimated enrollments.

The proposal notes that there are 19 full-time faculty members in the Department of Anthropology that have graduate status and are expected to participate in the program by Year 5 (p. 78). The proposal notes that all graduate faculty members are expected to

participate in the PhD program through a combination of teaching, mentoring, supervising research and/or dissertation service (pp. 78-79).

The proposal notes that during year 1, seven faculty members will cover the required courses at 11% effort each and by year 5 all 13 new courses will be covered by 13 of the graduate faculty members. Additionally, all approved graduate faculty, whether in teaching positions or not, will be expected to serve as dissertation chairs and committee members (p. 78-79).

The university has reviewed the evidence provided and found that the faculty in aggregate has the necessary experience and research activity to sustain the program.

All of the current faculty hold terminal degrees in their fields. Six (6) faculty hold tenure, eight (8) faculty hold tenure – earning positions, and five (5) faculty hold non – tenure positions (Appendix A; table 4). Faculty have been productive in research and with obtaining external funding. Faculty have published 15 books, published an average of 31 peer reviewed articles annually over the past 5 years, and external funding for the Anthropology department for the past five years totals \$1.08 million. Nine graduate faculty members have received external funding since being on the anthropology faculty at UCF (pp. 86-87).

The university has reviewed the evidence provided and found the academic unit(s) associated with this new degree to be productive in teaching, research, and service.

The proposal provides evidence of faculty productivity. In terms of teaching, the proposal notes that productivity is in line with that of faculty across UCF's College of Sciences (p. 84). The proposal also notes that the department has a record of outstanding teaching with two (2) faculty members receiving national teaching awards, ten (10) faculty members receiving college level teaching awards and four faculty members receiving university wide teaching awards (p. 85). In terms of service, all graduate faculty members have served the Department of Anthropology in some capacity and the majority of faculty have served on university and college committees. The proposal also notes that, "over fifty percent of faculty have served on professional association committees, with nine faculty members serving in an elected capacity" (p. 88).

If appropriate, the university has committed to hiring additional faculty in later years, based on estimated enrollments.

The proposal does not mention the need for hiring additional faculty members following the implementation of the program. The proposal notes that in academic year

2015-2016 six new faculty were hired and of the six new hires, three were hired to support the PhD program directly (p. 37). However, both the consultants suggest that additional faculty should be hired if the program expands in later years (Appendix D).

6. Resources – The proposal provides evidence that the university has ensured the available library volumes and serials; classroom, teaching laboratory, research laboratory, office space, equipment, clinical and internship sites, fellowships, scholarships, and graduate assistantships will be sufficient to initiate the program, and that if applicable, funding has been secured to make more resources available as students proceed through the program..

YES NO

The university has provided a signed statement from the Library Director verifying that the library volumes and serials available are sufficient to initiate the program.

The UCF Library report, “projects that this program will need additional investments in monographs and recurring journal subscriptions to provide the students of this PhD program the best access to library resources” (p. 90).

The proposal notes that the total expenses for the monographs (\$34, 400) will be paid in year 1 through money received through the College of Sciences. The recurring cost of the journal subscriptions (\$517.56 cumulative over 5 years) will be paid each year through the recurring base allocation from the department (p. 90).

The university has ensured that the physical space necessary for the proposed program, including classrooms, laboratories and office space, is sufficient to initiate the program.

According to the proposal, instructional space is sufficient.

The university has ensured that necessary equipment is available to initiate the program.

According to the proposal, all the necessary equipment is available. However, two (2) laboratories are not yet fully equipped (Paleoethnobotany, Maya Archaeology) (p. 94). Additionally, “it is expected that faculty will obtain grant funding for the acquisition of additional equipment related to research” (p. 96).

The university has ensured that fellowships, scholarships, and graduate assistantships are sufficient to initiate the program.

The proposal notes that graduate assistantship appointments will be provided to doctoral students (p. 35). The proposed program is prepared to offer all full-time doctoral students a stipend of 18,000 per 9-month academic year (p. 35). These funds are reported in Table 2.

Graduate students will be encouraged to teach lower level classes (p. 38).

If applicable, the university has ensured that the department has arranged a suitable number of clinical and internship sites.

Internships or practicum experiences are not required for this program (p. 98).