MEMORANDUM

TO: Dr. Charles F. Hermann, Associate Dean
    George Bush School of Government and Public Service

FROM: Larry Oliver, Associate Dean
       College of Liberal Arts

SUBJECT: Proposed Change to Master’s Degree in International Affairs

Thank you for your letter of October 28 informing me of the Bush School’s proposed nonsubstantive degree change to the Master’s Degree in International Affairs. The College of Liberal Arts has no objections to the proposed change in curriculum.

cc: Charles A. Johnson
Nonsubstantive Degree Program Proposal

NAME OF INSTITUTION: Texas A&M University

NAME OF PROPOSED PROGRAM: Master of International Affairs

Display how proposed program would appear on the Coordinating Board program inventory; include Texas CIP code designation.

45.0901 Master of International Affairs

How would name of program appear on student diplomas?

Master of International Affairs

How would name of program appear on student transcripts?

Master of International Affairs

Administrative unit responsible for the program:

George Bush School of Government and Public Service

Proposed date for implementation of program: Fall Semester 2004

Persons to be contacted for further information about proposed program:

Name: Gen. Richard A. Chilcoat Name: Dr. Charles F. Hermann
Title: Dean Title: Associate Dean for Academic Affairs
Phone: 979-862-8007 Phone: 979-458-2276
Fax: 979-862-7953 Fax: 979-862-7953
Email: rchilcoat@bushschool.tamu.edu Email: chermann@bushschool.tamu.edu

Signatures:

_______________________________________________  __________________________
Campus Chief Executive Officer Date

_______________________________________________  __________________________
System Chief Executive Officer (As appropriate) Date

Governing Board Approval Date: __________________________
A Nonsubstantive Request to Increased the Required Credit Hours for the Bush School's Masters Program in International Affairs

(Draft Prepared October 2003)

Introduction: On January 24, 2002, the Texas Higher Education Coordinating Board approved the establishment of a Master of International Affairs degree in the George Bush School of Government and Public Service, Texas A&M University. The approved degree requires 42 credit hours of study including 36 hours of course instruction and a professional internship of 6 credit hours. The Bush School has admitted two classes of students in this degree program. The current request is to increase the required number of credit hours for the degree to 54 by adding an additional 12 credit hours of courses that normally would be completed in an additional semester in residence.

I. Reason for Request:

A. Need for more elective course opportunities. As presently structured only six of the required 42 credit hours are elective. Students may select either of two areas of concentration (international economics or national security), but once that choice is made all but two of their courses are specified. Current students in the program have expressed a strong desire for the opportunity to take addition electives. Roughly a third of the first class of students have elected to extend their study by an additional semester to expand their education beyond the required hours.

B. Addition of a capstone course to enhance job prospects. The Bush School’s other graduate program, the Masters in Public Service and Administration, is a 54 credit hour degree that includes a final semester capstone course. In this capstone course students work in teams of 6-8 under the direction of a faculty member on a problem for a “real world” client—usually some government agency. These team project exercises have proved to be extremely effective integrating experiences for students and have repeatedly been important in the students’ employment efforts. It is desirable to replicate this valuable educational experience in the international affairs program, but it cannot be done without extending the length of the program.

C. Improved integration of existing certificate program. The Bush School currently offers a graduate 12 credit hour certificate program in Advanced International Affairs. Interest in this certificate program of study has exceeded our expectations and now involves over 100 part-time students in residence and 50 others who are following a web-based distance education option. Those who complete the certificate and successfully apply for the Masters of International Affairs may count the earned 12 credit hours toward their degree and reduce their residency by a semester. Although the resulting reduced residency requirement is attractive for prospective masters students, the Bush School administration has concluded that only two semesters in full time residence for such individuals creates some integration programs in course sequence and other matters. The proposed change would extend the requirement for students who had previously completed the certificate to three semesters in residence.
Thus, scheduling required courses becomes more manageable while retaining the overall incentive of a reduced residence compared to those who have not previously earned the graduate certificate.

II. Program Description

The Master of International Affairs at the Bush School is a professional degree for individuals pursuing careers in government agencies or nonprofit organizations dealing with international affairs. It provides a multi-disciplinary perspective on world issues together with a set of theoretical and analytical capabilities designed to enhance the ability of graduates to play active roles as problem solvers and managers in organizations operating internationally. Among the requirements is one for demonstrated competence in a language other than the student’s native or first language. Unlike many research-orientated foreign language requirements, the one in the Bush School emphasizes speaking and comprehension because this is the mode in which those engaged in actual conduct of world affairs must perform. Bush School students also participate in a leadership development program that encourages proficiency in skills they are likely to utilize in their careers such as team management, dispute resolution and effective oral and written communication.

III. Relationship to Existing Authorized Programs

A. Degree Programs Elsewhere. As noted in the Bush School’s original proposal to the Texas Higher Education Coordinating Board [April 2001], no public university in Texas offers a professional graduate degree in international affairs. Such degree programs are distinctly different from PhD programs in disciplines such as Political Science that are primarily designed to prepare scholars for careers in research or higher education. It should be noted that most of the universities elsewhere in the United States who are members of the Association of Professional Schools of International Affairs offer master’s degree programs that require two years in residence. Thus, the proposed change in the Bush School program corresponds to that of most existing programs.

B. Add Course Requirements. By increasing the degree program by 12 credit hours, this proposal anticipates that students will be required to take four more courses (3 credit hours each) to complete the revised degree program. Two of these added courses will be drawn from the School’s existing courses offered in the Masters in Public Service and Administration (MPSA). Our experience with our other professional master’s degree reveals that students benefit substantially by an orienting course to issues of public leadership and management taken during their first semester. This approved course is Bush 601 Leadership and Public Administration. Requiring this course will necessitate an additional section of Bush 601 each year.
We also have found from our MPSA experience that a team project done by students for a public sector client during the final semester in residence provides a powerful integrative experience that encourages students to apply their knowledge in a manner appropriate to the careers they are likely to pursue. This capstone seminar also currently exists in the Bush School’s curriculum as Bush 670 “Policy Seminar”. By adding these two courses to our second professional degree program, the School builds on our educational experience and generating a distinctive school perspective. Because each of these capstone courses should be limited to approximately eight students working as a team, our projected enrollment (see section IV) indicates that the Bush School will need approximately four additional sections of Bush 670 per year.

In addition to the two courses noted above, the balance of the additional courses in the expanded program of instruction will be in the form of electives. The Bush School currently offers a number of elective courses in both the international affairs program and in its companion degree, the Masters in Public Service and Administration. Table 1 (page ____) shows a list of the international affairs elective courses offered in the current academic year. None of these courses had an enrollment greater than 20, thus it is expected they could absorb the added demand without requiring additional sections.

Table 2 (page ____) presents the current and proposed curriculum of the Masters Program in International Affairs at the Bush School. As revealed in Table 2 this degree program has two areas of concentration or tracks—international economics (IE in the table) and national security (NS) with each having some specialty courses. In addition to introducing the courses described above, the table shows some modest change in the proposed sequence of courses to distribute elective opportunities for all students more evenly across all semesters. This will not only benefit students, but will distribute demand more effectively allowing better use of faculty resources.

IV. Expected Enrollment

A. Projections. At the beginning of the current academic year the Bush School’s Masters Program in International Affairs has 40 full time students with two more (military officers) beginning study in the Spring Semester upon completion of tours in Iraq. These enrollment figures are slightly ahead of the original five year projection provided when the degree program was originally submitted to the Texas Higher Education Coordinating Board. Table 3 (page ____) offers a slightly revised enrollment projection for the remaining three years of the initial plan. It assumes that the entering class in each of the next three years will increase by 2 students per year. The total number of full time students in 2006-07 is projected to be 61.

B. Assumptions. The enrollment estimates are based on applications and admissions in the first two years of the program and on inquires the Bush School is receiving for next year’s entering class. The Bush School has had no attrition among those who have entered the program to date, nor has it had any internal transfers from
other Texas A&M graduate programs. The School assumes this program will have such occurrences in the next three years, but they will be rare as shown in Table 3.

V. Resources

A. Courses. Descriptions of the courses offered in the Masters Program in International Affairs appear in the Appendix. It includes descriptions of the elective courses listed in Table 2 and the two courses (Bush 601; Bush 670) that are currently taught in the Master in Public Service and Administration and which are proposed as additions for the international program. In effect, the proposed increase in required credit hours can be achieved with currently approved courses in the Bush School curriculum.

B. Faculty. The approved original plan for establishing the Masters in International Affairs at the Bush School projected the hiring of additional faculty during the initial five years of the program and included their salaries in the budget. No increase in faculty beyond those accounted for in the original degree program proposal are required.

C. Other resources. If the proposed extension of required credit hours is approved, it will be necessary to prepare and print a new brochure on the degree program to be used in recruiting prospective students. The entries in the university catalog, the School’s website and certain other materials would need to be modified. The costs of these revisions can be absorbed within the School’s current budget. Because all courses are currently taught, no changes in necessary library resources are anticipated.
<table>
<thead>
<tr>
<th>Table 1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Existing Bush School 3 Credit Hour Elective Courses for the Master of International Affairs</strong></td>
</tr>
</tbody>
</table>

- Comparative Law and Administration
- Congress and International Security
- Defense Challenges in the New Millenium
- Homeland Security
- International Crisis Management
- International Development
- National Security Law
- Political Challenges Facing Post-Communist Nations
- Political and Economic Development in Latin America
- Structure and Policy of the European Union
- Terrorism in Today's World
- Transnational Security Issues
### Table 2
MPIA Curriculum, Year I

#### Fall Semester

<table>
<thead>
<tr>
<th>Now</th>
<th>Proposed</th>
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</thead>
<tbody>
<tr>
<td>605-Am. For. Policy</td>
<td>605-Am. For. Policy</td>
</tr>
<tr>
<td>608-Global Econ.</td>
<td>608-Global Econ.</td>
</tr>
<tr>
<td>631-Quant. Meth. I</td>
<td>631-Quant. Meth. I</td>
</tr>
<tr>
<td></td>
<td></td>
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<tr>
<td>606-Int’l. Politics</td>
<td></td>
</tr>
<tr>
<td>607-Cultural Geog.</td>
<td></td>
</tr>
<tr>
<td>NS</td>
<td>IE</td>
</tr>
<tr>
<td>654-Milit. Strat.</td>
<td>625-Int’l. Trade</td>
</tr>
<tr>
<td>Elective</td>
<td>632-Quant. Meth. II</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Spring Semester

<table>
<thead>
<tr>
<th>Now</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>606-Int’l. Politics</td>
<td></td>
</tr>
<tr>
<td>607-Cult. Geog.</td>
<td>625-Int’l. Trade</td>
</tr>
<tr>
<td>NS</td>
<td>IE</td>
</tr>
<tr>
<td>654-Milit. Strat.</td>
<td>632-Quant. Meth. II</td>
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<tr>
<td>Elective</td>
<td></td>
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</tbody>
</table>

#### Summer Semester

<table>
<thead>
<tr>
<th>Now</th>
<th>Proposed (No Change)</th>
</tr>
</thead>
<tbody>
<tr>
<td>684-Intensive Language &amp; Cultural Study</td>
<td>684-Intensive Language &amp; Cultural Study</td>
</tr>
<tr>
<td>OR</td>
<td>OR</td>
</tr>
<tr>
<td>International Internship</td>
<td>International Internship</td>
</tr>
</tbody>
</table>
Table 2 (Continued)
MPIA Curriculum, Year II

**Fall Semester**

- **Now**
  - IE: 626-Bal. of Paymt.
  - 651-Nat. Sec. Pol.
  - Elective

- **Proposed**
  - NS: 609-Int'l. Law
  - 626-Bal. of Paymt.
  - 651-Nat. Sec. Pol.
  - 689-Econ. Devel.
  - Elective

**Spring Semester**

- **Proposed**
  - NS: 670-Capstone
  - 607-Cultural Geog.
  - Elective
  - Elective

**Summary**

- **Now**
  - Common Core Courses = 18 credit hours (6 courses)
  - Track Required Courses = 12 credit hours (4 courses)
  - Electives = 6 credit hours (2 courses)
  - Internship = 6 credit hours (1 course)
  - Total = 42 credit hours

- **Proposed**
  - Common Core Courses = 24 credit hours (8 courses)
  - Track Required Courses = 12 credit hours (4 courses)
  - Electives = 12 credit hours (4 courses)
  - Internship = 6 credit hours (1 course)
  - Total = 54 credit hours
Table 3
Projected Enrollment for the
Master of International Affairs Degree Program

<table>
<thead>
<tr>
<th></th>
<th>2003-04 (Current Yr.)</th>
<th>04-05</th>
<th>05-06</th>
<th>06-07</th>
</tr>
</thead>
<tbody>
<tr>
<td>NEW STUDENTS (Not transfers from other TAMU graduate programs)</td>
<td>25</td>
<td>27</td>
<td>29</td>
<td>31</td>
</tr>
<tr>
<td>NEW INTERNAL (TAMU) TRANSFER</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>CONTINUING STUDENTS</td>
<td>17</td>
<td>25</td>
<td>27</td>
<td>30</td>
</tr>
<tr>
<td><strong>TOTAL ENROLLMENT</strong></td>
<td><strong>42</strong></td>
<td><strong>52</strong></td>
<td><strong>57</strong></td>
<td><strong>62</strong></td>
</tr>
<tr>
<td>ATTRITION FROM PREVIOUS YEAR</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>GRADUATION IN PREVIOUS YEAR</td>
<td>3</td>
<td>16</td>
<td>24</td>
<td>25</td>
</tr>
</tbody>
</table>

*It is assumed that all persons in this program will be full time students.*
Appendix

Existing Courses in Bush School Curriculum Pertaining to Masters Program in International Affairs

BUSH 601: Leadership and Public Administration
This course considers how political and administrative leadership in America are defined by our democratic institutions. It includes an examination of specific leadership skills and of the relationship between leadership and the context in which it occurs.

BUSH 605: American Foreign Policy since World War II
This course examines American foreign policy from 1945 to the present. It focuses on decisions made by American elected and appointed officials at critical moments of the Cold War and after. Theory provides a framework for the course, but the focus is on practical matters that confront decision-makers.

BUSH 606: International Politics in Theory and Practice
In this course the effects of international politics on the competing forces of global integration and disintegration are investigated and policy implications are considered, drawing upon theories of interstate politics.

BUSH 607: World Cultural Geography
An exploration is conducted of the regional, historical, environmental and technical roots of the world’s cultural diversity and the implications of cultural interactions in the contemporary world.

BUSH 608: Fundamentals of the Global Economy
This course examines three fundamental pillars of the global economy: international trade, international finance and foreign direct investment (FDI). Students gain an appreciation for the complexities of the international environment from both theoretical and policy perspectives.

BUSH 609: Principles of International Law
This course is an introduction to the nature and sources of international law. Topics covered include: jurisdiction of states; law governing the making, interpretation, application and termination of treaties and agreements; recognition of states and government; nationality of persons and corporations; state immunities from jurisdiction and control; and human rights.

BUSH 625: International Trade Policy Analysis
Traditional and strategic trade theory and analysis are used to examine such concepts as comparative advantage, the Heckscher-Ohlin-Samuelson model, the gains from specialization and trade, partial equilibrium analysis of free trade, violations of the free trade model, welfare effects of trade, trade creation and diversion, and other topics.

**BUSH 627: Multinational Enterprises**
This graduate seminar provides a broad survey of the field of international business. The course covers multinational enterprises in a variety of sectors, countries, and organizational forms. The focus is primarily on the past 20 years, but we also examine the historical development of MNEs.

**BUSH 631: Quantitative Methods for Public Management I**
This course introduces the student to some formal aspects, methods, and implications of decision-making useful to public managers, administrators, and leaders. It provides them with an understanding of what data can do for good decision-making and is organized around the questions public service professionals deal with daily.

**BUSH 632: Quantitative Methods for Public Management II**
This course is a more advanced application of the methodologies learned in Quant. Methods for Public Mgmt. I; it provides the student with sufficient knowledge of quantitative methods and the insight necessary to make critical evaluations of the use of quantitative methods by others.

**BUSH 651: National Security Policy**
This course is a graduate-level seminar on national security policy that provides a forum for developing an understanding of key concepts, players, institutions, intergovernmental processes, and contemporary issues in the national security policy domain.

**BUSH 652: The Role of Intelligence in Security Affairs**
This course is a survey of U.S. intelligence operations, techniques, objectives and resources, with particular emphasis on how intelligence has contributed and continues to contribute to U.S. national security.

**BUSH 653: Technical Collection Systems for International Security**
An introduction to the technical aspects of remote sensing and signals technology applied to international security issues and an introduction to interpretation of the acquired information. Featured outside speakers from U.S. governmental agencies explain the operation of technical collection systems and their contribution to national and international security.

**BUSH 654: Military Strategy in the Conduct of Nations**
This course is an overview of strategic thought and national security policy. It will focus on both the works of prominent military theorists, the historical context, and the significance for current international strategic affairs.
**BUSH 667: International Crisis Management**
This course is an examination of the policymaking process used by U.S. government officials in response to rapidly moving international crisis situations; simulations of executive meetings, briefings, and press conferences; analysis of political, diplomatic, legal and ethical issues involved.

**BUSH 670: Policy Seminar**
The capstone seminar teams students together to analyze a management or policy issue. The capstone results in a formal, written report and recommendation which is presented to a real-world client from the public or Nonprofit sector.

**BUSH 689: Special Topics in Comparative International Development: Theory & Practice**
This course is an examination of the theoretical and conceptual underpinnings of international development in comparative perspective from inter- and multi-disciplinary perspectives including economics, political science, education and sociology. It will also give an overview of various approaches to development and introduce the primary institutions associated with international development.

**BUSH 689: Special Topics in Comparative Law and Administration**
The focus of the course is on national administrative law. The course takes a comparative approach to demonstrate various institutional responses to the common administrative law task of balancing individual and collective justice in the setting of national institutions.

**BUSH 689: Special Topics in Political Challenges Facing Post-Communist Nations**
An overview of the challenges presented by recurring political crises in the post-communist world. It examines four cases of post-communist crises with a focus on underlying roots, the specific dimensions, and the implications of and responses to the conflicts.

**BUSH 689: Special Topics in Defense Challenges at the Beginning of the New Millennium**
This course enables students to predict terrorist motivations and to devise policy options to counter the new and changing terrorist threat. The first part of the course surveys the challenges of terrorism in the present and future global security environment. Students analyze different perspectives of terrorism, i.e. the political, economic, diplomatic, and military challenges, capabilities, and constraints.

**BUSH 689: Special Topics in Terrorism in Today’s World**
This course is a comprehensive survey of international terrorism from its origins to the present. Particular emphasis is given to how the U.S. government has responded and how it has organized to counter the threat. All major terrorist groups will be studied, including Abu Nidal, Hezbollah, Al Qa’ida, and the PLO. Students who complete this
course have a solid understanding of the nature of the terrorist threat and the implications for the U.S. government.

**BUSH 689: Special Topics in Structure & Policy of the European Union**
This course provides and introduction into the structure of the existing European Union, its creation and history, its current policy, and the perspectives of its future enlargement. Students achieve a working knowledge of European Union matters with its regional and global political and economic aspects.

**BUSH 689: Special Topics in Transnational Security Issues**
Through readings, case studies and class discussion, students acquire an understanding of intelligence concepts and the composition, role and mission of elements within the Intelligence Community, develop an understanding of transnational security issues, both current and potential, and address their impact to the U.S. national security policies and programs.

**BUSH 689: Special Topics in Congress & International Security**
Through readings, participation, case studies, and presentations students develop their knowledge of congress, political analysis, and strategic thinking. Students gain an understanding of the key concepts, players, institutions, intergovernmental processes, and contemporary issues in the area of congress and international security.

**BUSH 689: Special Topics in National Security Law**
An introduction to the nature and sources of national security law including such topics as the framework of separate branches of law with shared national security powers, maintaining national security abroad, terrorism and other national security threats, and protecting national security information.

**BUSH 689: Special Topics in Homeland Security & America’s New Long War**
An introduction to the theory, practice, challenge and prospects for securing the “American Homeland” against terrorist attack, with special emphasis on how American policy makers are resolving this dilemma, and their prospects for the future. The course draws heavily on current events and emerging policy solutions as examples with a focus on enduring strategic issues and fundamental challenges to the American political order.

**BUSH 689: Special Topics in Political and Economic Development in Latin America**
In the graduate seminar, students explore problems of economic growth and development in Latin America. The course provides an overview of basic indicators such as national production, exports, human indicators, and economic problems. Students are also introduced to different industrialization strategies.
November 4, 2003

Dr. John R. Giardino
Dean of Graduate Studies
Office of Graduate Studies
Texas A&M University
MS 1113

Dear Rick:

On behalf of Dean Dick Chilcoat and the faculty of the George Bush School of Government and Public Service, I transmit with this letter a proposal requesting a nonsubstantive change in our Master in International Affairs program of study. The requested change is to increase the required number of credit hours for the degree from 42 to 54. The attached proposal has been unanimously approved by the Bush School faculty. Also enclosed is a supporting letter from Dr. Larry Oliver, Associate Dean of the College of Liberal Arts, in which he notes their college has no objection to the proposal.

The Bush School recommends this change based upon experience gained with our older masters program in Public Service and Administration, which currently requires 54 credit hours. We wish to incorporate several course experiences in the international affairs degree that have proven to be valuable in the other program and that have enhanced the students’ preparation for professional careers in public service. With the additional faculty hires at the Bush School as part of the University’s reinvestment program, the proposed additional courses can be managed successfully.

We ask that you review this proposal and submit it to the Graduate Council for their consideration. Both Chuck Hermann, the School’s Associate Dean for Academic Affairs, and I are prepared to answer any questions concerning this request.

Sincerely,

Arnold Vedlitz, Acting Dean
Bob Bullock Chair in Government and Public Policy
  Director, Institute for Science, Technology and Public Policy and
  Executive Associate Dean, The Bush School of Government & Public Policy

Enclosures

cc: Dick Chilcoat
    Chuck Hermann