Executive Summary

In furtherance of its mission to become the premier venue for alternative political studies, the Department of Political Science has

- developed a structure encompassing six areas of concentration that also advance the missions of the College and the University
- accounted for the effects on these areas upon the likely retirement of 10 faculty members during the planning period
- proposed three options for faculty resources within these areas including
  - Growth: a target of as many as 26 FTE with a description of how these faculty specializations will be distributed, with a ranked preference for this growth and for lesser targets that may be established.
  - Transition: an enlargement of FTE on a temporary basis as a bridge to retirements in order to maintain support and resources for graduate students. The FTE targets for the Department can then be readjusted upon retirements. Included is a ranked preference for how this transition be managed.
  - Stasis: a plan to readjust specializations following retirements that assumes a cap on FTE.

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I. Field

Political Science has long been an eclectic discipline comprising numerous overlapping and competing “fields.” The hegemony of one methodology has historically been temporary when it has occurred at all. Perhaps because the study of power is pervasive—as much an exploration of political phenomena outside the academy as it is a study of our own institutional relationships with knowledge—Political Science remains contentious, in flux, and unsettled.

Today, American Political Science is dominated by strong models of rational choice whose adherents long for a more monolithic discipline. These scholars control the editorial boards of many of the mainstream journals. Despite their growing influence, alternatives drawn from critical theories maintain a significant presence in some universities and in alternative journals and academic presses. These alternative forces orient themselves towards a cartographic change corresponding with a growing globalization and they analyze politics beyond the state forms maintained by mainstream scholarship, attend to changing cultural dynamics that complicate simple notions of rationality, and develop political theory in a global context with scholarship anchored in Europe, Asia, Latin America, and Africa as much as North America.

In the 1970s and 1980s, the Department of Political Science at UHM was a major force within the mainstreams of the discipline. Affiliated scholars published in the most important mainstream journals and the Department enjoyed a national ranking within the top twelve because of its prominent contributions to many facets of political and legal scholarship. But even during these years, the Department maintained a reputation for novelty with its pioneering critical work in political theory, international relations, alternative futures, and Asian/Pacific politics that inspired many contemporary critics of the mainstream. The continuing faculty and many recent hires took advantage of the intellectual freedom that stemmed from the Department’s reputation in order to develop scholarship in these novel areas during the past two decades.

As the Department’s contribution to the mainstream of Political Science scholarship declined, the benchmarks by which national rankings are calculated consequently waned. At the same time, the Department maintained and enhanced its reputation as a source for critical scholarship in a number of various fields, as well as a number of interdisciplinary enterprises. Today, the faculty publish in the pinnacle of critically-focused journals including *Theory & Event* (Prof. Shapiro is editor), *Millenium*, *Alternatives*, *American Studies, Body and Society, China Review, Critical Planning, Cultural Studies, Harvard International Review, Hawaiian J. of History, Futures, Genesis, J. of Futures Studies, J. of Race, Gender & Class, J. of Asian & African Studies, J. of Contemporary China, J. of Contemporary Religion, International Studies Review, Int’l. Review of Sociology, Peace Review, Law & Social Inquiry, Public Policy, Pacific Studies, Studies in Law Politics & Society, Social & Legal Studies, Simulation & Gaming, Rev. of Int’l. Political Economy, Social Text, Review of Politics, Merkur (Germany), Political Science Reviewer, and Strategies. In addition, our faculty
serve on the editorial boards of a number of these journals and university presses. For example,

- Prof. Shapiro is a co-editor of the renowned “Borderlines” book series published by the University of Minnesota Press, as well as a series “Taking on the Political” published jointly by Edinburgh University Press and New York University Press.
- Prof. Shapiro is editor in chief of *Theory & Event*.
- Prof. Heyer serves on the editorial board of *Disability Studies*.
- Prof. Dator serves on the editorial board of four of the most important journals in the field of futures studies.
- Prof. Ferguson serves on the editorial board of numerous journals in the field of women’s studies.
- Prof. Silva serves on the editorial board of *The Contemporary Pacific*.
- Prof. Goldberg-Hiller serves on the international editorial board of *Social & Legal Studies* and the editorial board of *Studies in Law, Politics and Society*.

It is this alternative form of prominence that we intend to enhance over the next five years. **The Department seeks to become the premier venue for alternative political studies.** We believe that this goal will enhance our reputation as we excel on the critical margins where Political Science is developing new models for understanding contemporary political phenomena. As we explain below, this mission is commensurate with the University’s intention to become “America’s foremost institution of higher education…permeated by a multicultural focus and experiences that are distinctly Hawaiian, Asian, and Pacific”), and will enhance common projects that exist within our College. This mission will also amplify our relevance to the local community by enhancing studies that advance social justice, explore the dynamics of political change, and prepare democratic communities for practical options. This mission will continue to attract a sophisticated cohort of graduate students interested in alternative political studies.

**II. Achievement**

The Department seeks to develop alternative political studies along the following six dimensions.

**Indigenous Politics:**

UHM is the first American department of political science to create a program in indigenous politics. This program seeks to study the political theories, epistemologies, and organizational politics of indigenous peoples in a comparative framework. We have modeled indigenous politics on similar programs in Canada, Aotearoa/New Zealand, and Australia, and we have begun collaborations with these international universities. Our program has already attracted numerous graduate and undergraduate students representing many indigenous peoples around the world. About twenty percent of our graduate students study indigenous politics.
Indigenous politics is being developed in ways that contribute broadly to our other commitments in political theory, law and society, and Asian politics. Indigenous politics has already shown that it offers the opportunity to analyze and rethink Hawai‘i politics, postcolonial theory, legal consciousness, and social movements. It has also revealed that this is an intellectually and passionately charged area of academic endeavor within our Department and across the university. We propose to use this ferment to maintain IP at the center of our scholarly and intellectual endeavors. The collaborations among a number of faculty pursuing research on indigenous issues has widely expanded in the past several years, including the editing of a series of special journal editions of Alternatives on indigenous politics.

Indigenous politics is an important contribution to the UHM mission, and it enhances other programs within the College, the University, and the community. Indigenous issues are becoming more prominent in a number of disciplines and departments within the College, particularly geography, anthropology, women’s studies, and sociology. Indigenous politics professors have established working relationships with faculty in these departments, in addition to faculty within area studies centers (particularly the Center for Pacific Island Studies), the law school, Hawaiian language, and the Hawaiian Studies Center. Potential collaborations exist within botany and the Medical School as well, relationships that may be realized with greater departmental resources committed to the Political Governance subfield (discussed below). Community institutions focused on social justice for native Hawaiians will continue to find strong theoretical allies in the work of our department.

Goals and plans for Indigenous Politics. Presently, three full time faculty are dedicated to teaching the Indigenous Politics curriculum (Profs. Noenoe Silva, Hokulani Aikau, Noelani Goodyear-Ka‘opua) while several others conduct research into indigenous issues (Profs. Jon Goldberg-Hiller, Michael Shapiro, and Nevzat Soguk). The Department seeks a stronger bridge between Indigenous Politics and Political Governance and will pursue a position in indigenous law as retirements increase.

Cultural and Political Theory:
If indigenous politics is an intellectual and ethical response to place (i.e., the colonial history of Hawai‘i, the goals of the University), then our program of Cultural and Political Theory provides a temporal dynamic, helping us to understand the genealogies and the contemporary novelties of political meanings in a rapidly changing world. Attention to cultural theory as a site for the production of new political ideas, fresh ways of seeing, and innovative modes of understanding political identities helps to ask probative questions about the conceptual structures of globalization and the restraint that traditions of authority now face.

Cultural and Political Theory has long been a major component of the Department’s scholarship and its critical vitality has encouraged us to branch into new fields of intellectual endeavor while retaining an appreciation for the interrelationships among our research and teaching efforts. Political theory courses are required for undergraduate majors, and for masters level students. In our recent curriculum revisions, the Department elected to continue requiring all undergraduate majors.
take a course in the history of western political theory. A foundation in the evolution of political thinking in the west from Socrates to the present is central to students’ ability to analyze political phenomena, make use of theoretical vocabularies, and evaluate political arguments. At the graduate level, careful readings of the texts that traditionally form the canon of political philosophy is central to understanding critical responses to that canon; students cannot fully enter exciting contemporary debates without understanding the prior texts and argument to which these debates implicitly respond.

The Department proposes to enhance its worldwide reputation in contemporary political theory and to continue developing a robust program in film and politics. Critical theory of film expands the number and kinds of texts available for analysis and studies the ways in which political tropes are exchanged across cultural space and develop through time, making this an ideal field in which to develop alternative political science. Our courses on film and politics have proven to be exceptionally popular with undergraduate and graduate students. In addition, we have embarked on a certificate (Cinema and Politics) with the Academy for Creative Media in order to institutionalize a program of critical film analysis at UH.

Political theory also governs the study of methodologies in our department, emphasizing the political consequences of ways of seeing, researching, and archiving social knowledge. Feminist and post-colonial theories interrogate the established canon, opening scholarly space for reframing politics from previously excluded perspectives.

**Goals and Plans for Cultural and Political Theory.** Presently three and a half (equivalents) faculty are dedicated to teaching the Cultural and Political Theory curriculum (Profs. Kathy Ferguson, Manfred Henningen, Shapiro, and John Wilson). Several additional faculty teach rarely in this area (Profs. Goldberg-Hiller, Krishna). Theory courses are required for all majors and the Department at present cannot easily staff the demand. The Department is seeking permission to hire an additional faculty member in Cultural and Political Theory at an early opportunity, and will seek to maintain its FTE in this area as retirements commence.

**International Politics.** Although rapid globalization is transforming the political power of states and subnational identities (such as indigenous identities) weaken ideologies of citizenship, the violence organized by states both domestically and internationally remains highly significant for the study of politics. International politics is an area of expertise designed to study state authority and violence in two primary relations. The first is the relationship of states to other states. International organizations such as the UN, doctrines of international law, cultural understandings of international spaces, human migration, and theories of “the international” mediate these relationships and provide the sites of research. The second set of relations is found between states and societies. International politics studies these relationships comparatively in order to distinguish contingent and necessary forms of interactions. Comparative studies of international politics are both contemporary in time, and historical or longitudinal.
International politics has always been a strength in the Department, and many graduate students as well as undergraduates attend in order to pursue classes and to do research in these fields. The combination of the two areas of expertise that are usually separated in mainstream departments of political science allows us to study the meaning and processes of global change and the kinds of power and violence that these changes produce. Collaborative research between scholars trained in international relations and comparative politics is helping to construct new ideas about international political scholarship.

**Goals and Plans for International Politics:** Presently five faculty members contribute part of their time teaching in the curriculum of International Politics (Profs. Dick Chadwick, George Kent, Krishna, Nevzat Soguk, and Carolyn Stephenson) with additional faculty teaching and doing research in this area (Profs. Petrice Flowers, Ehito Kimura, Jungmin Seo). The Department seeks to maintain most of its faculty resources in this area and will pursue replacements for those who retire.

**Asian and Pacific Politics**

One significant regional emphasis within international politics is Asian Politics, an area of expertise that enhances our Department’s reputation for uniqueness and excellence. With the largest number of scholars with expertise on Asia in an American department, and faculty that speak Japanese, Chinese, Korean, Tamil, Thai, Indonesian, Vietnamese, and Hindi, political science at UHM is known as the most important location for the study of Asian politics. Unlike other departments whose area experts rarely overlap in regions, the critical mass of scholars doing work on Asian societies and in Asia produces an important synergy. A number of junior faculty, for example, have developed common projects and won prestigious grants to fund this research. The Department works closely with various area studies centers around the University (e.g., Center for Chinese Studies, Center for Japanese Studies, Center for Southeast Asian Studies, Center for Pacific Island Studies) in order to make our expertise relevant for other scholars and for the community. It has also begun a collaboration with Yonsei University in Korea and Keio University in Japan to offer real-time classes with graduate students from each university. Asian politics interests about forty per cent of our graduate students, and it comprises the full focus or significant elements of many undergraduate courses. It is presently the largest source of grants income, and the region is likely to retain a high funding priority by governments and foundations.

**Goals and Plans for Asian and Pacific Politics:** Presently four faculty contribute to courses that comprise the Asian and Pacific Politics area (Profs. Ehito Kimura, Jungmin Seo, Petrice Flowers and Kate Zhou) and several others teach and do research in the region (Profs., Aikau, Ferguson, Goodyear-Ka‘opua, Katharina Heyer, Krishna, Rohter, Silva, Spencer). The Department will pursue a specialist in Pacific Comparative Politics in order to have a dedicated scholar in this vital area of expertise. Retirements are not expected to affect resources in this area.

**Political Governance:**

Studies of law and policy as political tactics comprise the Department’s emphasis on political governance. Law and policy are elements of all other political studies in the
department. However, their common emphasis on theoretical and institutional analysis makes them unique. Public policy studies examine the intersections of legislation, implementation, and institutions surrounding public decision making. Recent trends in public policy have expanded the concept of governance to include civil society, organizations, local government and local community institutions and private sector actors in the allocation of public resources. These trends in the move from attention to government to a focus on governance intersect with trends in indigenous politics, for example. Law and society research emphasizes the ways in which legal meanings interact with political phenomena, and studies this interaction empirically, conceptually, and comparatively. Law and society is conceptually interdisciplinary, a scholarly quality that the Department recognizes in its development and of and contribution to the law and society certificate program which links sociolegal scholars and students in numerous departments within the College and the Law School.

**Goals and Plans for Political Governance.** In the last ten years, the Department has lost much of its capacity to teach in the area of Political Governance. Although this area is required for the maintenance of our undergraduate major, we have had to rely upon lecturers to offer sufficient courses and have had to suspend much of our graduate teaching. Presently only five faculty (and only 4.25 FTE) cover all classes in law and society and public policy, and these faculty are also called upon to cover areas in comparative politics and methodology. The Department will seek to increase its faculty resources in this area with the hiring of an additional public policy scholar and share a law and society scholar working in the areas of Indigenous law with Indigenous Politics.

**Alternative Futures.**
Alternative Futures seeks to study the plural origins of the future, seeing “the futures” as multiple and open, as spaces with many possible and as-yet undetermined outcomes which depend upon their active participation. Students learn to question their assumptions, evaluate differing cultural and disciplinary perspectives, and envision and create preferred futures for generations to come. This subfield is unique to an American political science department and UHM is one of only two national venues in which Alternative Futures is taught. Alternative Futures at UHM has attained an international reputation under the leadership of Prof. Jim Dator who has operated mostly as a one-person shop within the Department for many decades (he has attracted the assistance of some faculty from time to time such as Deane Neubauer, Manfred Henningsen, and George Kent). He is recognized as one of the leading futures scholars in the world and he serves on the editorial boards of the four leading journals in his field. His undergraduate and graduate courses have always been immensely popular.

Alternative Futures is of value beyond the Department and the College. Alternative Futures has been part of PUBA since its inception. It has been integrated into the Doctor of Architecture program, also from its inception. Presently, discussions are underway to help Travel and Industry Management develop a futures teaching and research capacity. These units would certainly welcome a strengthened Alternative Futures within Political Science.
The Hawai'i Research Center for Futures Studies (HRCFS) is an integral part of Alternative Futures. It was created by the Hawai'i State Legislature in 1972, and its enabling legislation is still in effect. The HRCFS makes annual reports to the Legislature, as required, through the central UH administration. Affiliates of the Center have conducted scores of workshops, lectures and consultations with the Legislature, Administration, Judiciary, the nonprofit community, as well as religious institutions, and many other organizations (including the US military). The HRCFS also plays an international role as an “affiliate campus” of the International Space University in Strasbourg, France. Prof. Dator teaches there and students from ISU often travel to Hawai'i to intern with HRCFS and with other space groups on campus in Astronomy and Planetary Geophysics. In exchange, UH students also get a 50 per cent discount if they wish to participate in ISU activities. This reciprocal arrangement brings international recognition to Alternative Futures and our Department. HRCFS conducts quasi-private consulting for governments and for private firms in Hawai'i and elsewhere and uses the overhead from these endeavors to train students as well as to support graduate students in the Alternative Futures area. Business has been brisk recently, and the only obstacle to increasing the number of contracts and supporting more graduate students is a lack of additional fulltime faculty.

**Goals and Plans for Alternative Futures**

The Department is committed to expanding its program in Alternative Futures in order to effect an orderly transition when the current director, Prof. Jim Dator, retires in several years. During the coming biennium, we will seek permission to begin searching for a suitable Associate or Full Professor so that there may be a short overlap between this new hire and the present director. Because there are many graduate students whose dissertations in the area of Alternative Futures will require a competent chair, we do not believe it will be possible to hire at the assistant level. It is also for this reason that we do not believe it will be possible to wait for Prof. Dator’s retirement before beginning a search for his replacement; no other faculty have sufficient competence to direct these graduate students during the interim. In addition, the Department intends to increase the volume of business done by the affiliated Hawai'i Research Center for Futures Studies and begin the first summer and intersession programs in Futures Studies, especially for professionals from Asian and Pacific governments and private firms. The HRCFS has already done enough business to support one graduate student full time, and several part time.

**Summary**

The following table summarizes the areas in which the Department will maintain its strengths, and it gives three alternatives that will be explained further in section V. below.
### Table One

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<thead>
<tr>
<th>Area</th>
<th>Indigenous Politics</th>
<th>Cultural and Political Theory</th>
<th>International Politics</th>
<th>Political Governance</th>
<th>Asia/Pacific Politics</th>
<th>Alternative Futures</th>
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<td></td>
<td>Aikau</td>
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<td>Chadwick</td>
<td>Goldberg-Hiller*</td>
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<td>Good-year-Ka'opua</td>
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<td>Silva</td>
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<tr>
<td>Distribution of Faculty (Based on FTE)</td>
<td>With: Goldberg-Hiller</td>
<td>With: Goldberg-Hiller</td>
<td>½ FTE if prior to retirement of 1 senior FTE prior to retirement.</td>
<td>**On perm. leave to administration</td>
<td>½ FTE split with Indigenous Politics; addition of one public policy scholar</td>
<td>Overlap of 1 FTE before 1 FTE after</td>
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<td>With: Flowers</td>
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<td>4.5 FTE</td>
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**N.B.** Black dots indicate present faculty whose main teaching responsibilities fall within these areas. Faculty often have extensive research records and some teaching in other areas, and in this case they are noted with the hollow circles.
III. Benefits to Unit and College

The maintenance of these scholarly areas within the Department will allow for future development of Alternative Political Studies. As the discussion in the previous section makes apparent and as the table above illustrates, there are significant overlaps across these areas in expertise (teaching and scholarship) to build a cohesive unit with strong possibilities for collaboration, integration of graduate education, and teaching continuity during sabbaticals and research leaves. As a vital byproduct, this arrangement also helps to build collegiality and is sustained by it.

These areas have long helped to sustain and define the College’s and University’s missions. The Department has excelled in areas that are underserved in North America and that help to advance knowledge and social justice through research and teaching relevant to Hawai‘i and the broad area of the Pacific and Asia. Apart from fulfilling our missions, this arrangement also advances important interdisciplinary projects that sustain the College and the Campus in some vital ways, such as the following examples make clear.

- Indigenous politics provides an important continuity for many students who have completed undergraduate and, soon, masters-level work in Hawaiian Studies, while integrating these students into a broad community of interest in indigenous studies that can be found in Anthropology, Geography, Sociology, Social Work, various area studies, Botany, the Medical and the Law schools.
- Political Governance has integrated a community interested in Law and Society from across the College and campus.
- Cultural and Political Theory helps to knit a broad interest group in cultural studies emergent in many disciplines and organized in the Cultural Studies Certificate Program run through the East West Center. Our political theory students have flocked to the successful undergraduate and graduate certificate programs in Women’s Studies, enhancing the Department’s capacity for feminist scholarship. In addition, this area has collaborated with the Academy for Creative Media to build a certificate in critical film studies.
- Asian and Pacific Politics has strong ties with numerous Area Studies Centers including the Center for Chinese Studies, Center for Korean Studies, Center for Southeast Asian Studies, Center for South Asian Studies, Center for Japanese Studies, and the Center for Philippines Studies.

Through these interdisciplinary projects and associations, the Department demonstrates its commitment and its contributions to a broad scholarly collegiality.

IV. Impact of Faculty Retirements

The Department has a bimodal distribution of faculty with a median age of 56; the oldest half of the faculty has a mean age of 67. Within five years many if not all of these faculty may be gone. Our Department will be severely challenged to maintain
programs as well as our institutional continuity and common identity with such a rapid turnover. For this reason, we believe it is imperative to have subfields identified as central to our mission strengthened as soon as possible in order to bridge to this new era.

Ten faculty in Political Science are at or above the age of 65 and can be presumed to be near retirement, nearly 50 per cent of the faculty (and more than 50% of FTE). Not all can be understood to be imminently planning retirement, however, since a few in this age group continue to be exceptionally productive scholars and vital teachers. Nonetheless, the Department is likely to see a large turnover within the next five years with significant impacts in several areas of specialization. Hardest hit will likely be Cultural and Political Theory, International Politics, Political Governance and Alternative Futures.

The consequences of large simultaneous retirements are significant for the Department in a number of ways. There is, most generally, a loss of institutional memory, an important consideration in a Department such as ours that operates on open, democratic processes. Maintaining coherence and purpose is often a matter of collegial respect for traditional forms of decision-making, and retirements are a direct loss of the social capital that stabilizes these traditions.

Second, retirements threaten the vitality of graduate programs. Many graduate students will lose committee members, and some will lose chairs as faculty retire. Because of the high concentration of retirement-age faculty in some areas of specialization, younger faculty will be forced to assume committee responsibilities, and in the case of junior faculty these assignments may overly burden their research commitments prior to tenure. It is for this reason that the Department believes that early hiring is essential to the maintenance and quality of our graduate program.

Early hiring is imperative in Alternative Futures. If there were no one in place at the time that Prof. Dator decides to retire no others would be able to chair dissertations in progress. In this case, a junior hire would be inadequate both to guarantee the continuity of a program that has depended on Prof. Dator’s prominence, and to support graduate students since it would be an impossible—if not unfair—burden for a young faculty member to absorb so many doctoral students. In the case of Political Governance which is already operating with insufficient faculty, retirements likewise pose a burden for graduate committee staffing.

Third, impending retirements in Political Governance and Cultural and Political Theory also threaten our ability to teach our own curriculum. Both areas are mandatory subjects for undergraduate majors. Because we are reticent to use lecturers to teach required, upper-division classes, any delay in hiring would leave undergraduates without sufficient or quality classes to complete their majors.

For these reasons, the Department feels strongly that this five year plan should become the basis for early hiring of replacement faculty, or, at the very least, an agreement to allow searching in the year that faculty announce their retirement (an inferior option since not all searches may be successful). Only with continuity can we affirm ongoing commitments to our undergraduate and graduate students.
V. Financial and Personnel Requirements

The Department proposes three scenarios—in order of preference—for College support of the above areas and their associated projects in the next five years. The first involves growth of the Department which we project as possible outcomes of pending retirements; since assistant professor salaries are considerably smaller than those of long-term faculty, it is hoped that growth of the College and hence of the Department can be financed. The second scenario assumes temporary growth that will allow for a transition prior to the Department’s retirements, but imagines a target size for the Department not unlike the present FTE size. The third scenario assumes that resources will not be increased.

These scenarios are schematized on the table on page 9. Their descriptions are below.

Scenario 1: Growth
The Department is presently at 20.25 FTE, not counting Prof. Milner who has no plans to return after his administrative leave is over. The growth scenario assumes that we will move to 26 FTE during this five year period or during the next decade. In order of preference, we would then urge:

- The maintenance of all FTE, permitting one-for-one hiring upon retirement.
- The hiring of one senior FTE in Alternative Futures.
- The hiring of one junior FTE in Cultural and Political Theory
- The hiring of one junior FTE in Political Governance (Public Policy). This position would come with an association with the Public Policy Center
- The hiring of one junior FTE in indigenous law to be shared between Indigenous Politics and Political Governance
- The conversion of the .75 position in disability politics to 1.0.
- The hiring of a position in Pacific Comparative Politics

Scenario 2: Transition
This scenario envisions the permission to temporarily expand FTE in order to bridge against retirements. It is compatible with Scenarios 1, above, and 3, below; which would differ only in the placement of the final FTE targets. In the case of Alternative Futures, as we have argued above, this transition is essential. In other cases it is preferred as it would have the best outcomes for undergraduate and graduate students. The optimal transition would look like the following, in order of preference:

- The hiring of one senior FTE in Alternative Futures.
- The hiring of one junior FTE in Cultural and Political Theory
- The hiring of one junior FTE in Political Governance (Public Policy)
- The hiring of one junior FTE in International Politics
- The hiring of one (additional) junior FTE in Cultural and Political Theory
- The hiring of one (additional) junior FTE in Political Governance (indigenous law) plus .25 to convert the disability position to a full FTE
- The hiring of one (additional) junior FTE in International Politics
Following these hires, retirements would bring Cultural and Political Theory to 2.5
(or 1 less than status quo) without at least one replacement. International politics
would be at 4 FTE (or 1 less than status quo) without at least one retirement
replacement. Political governance would be .75 FTE below status quo without any
retirement replacements.

**Scenario 3: Stasis**
This scenario would not change the overall FTE number for the Department. It
would nonetheless be useful for curricular balance to move expertise as retirements
permit in the following fashion. 1 FTE would be added to Cultural and Political
Theory while 1 FTE would be removed from International Politics. All other areas
would remain the same unless the College will not be able to commit to an early hire
for Alternative Futures. In that case, graduate students will be notified that the field
will be closed and we will admit no more students in this area. After Prof. Dator’s
retirement, this FTE would then be moved to Asia/Pacific Politics to hire a Pacific
Comparative Politics scholar.

**Graduate support**
In all three scenarios, the Department recognizes the critical need to increase
financial support for our graduate students. The Department presently has ten
GAships that we allocate based on merit, several soft-money RAships allocated on a
competitive basis to students whose skills and interests are commensurate with the
research we are conducting, and several lectureships, most of which go to our
students. We envision the day when most of our graduate students have support.
Although we expect to increase the amount of research grant money and private
contracting funds that can support our students throughout this planning period, the
support of the College and University for an expansion of GAships will be crucial to
reach this goal.

**VI. Timeline**
The Department’s proposal to develop in these six major areas is presently
underway. We have established “focus groups” consisting of associated faculty and
graduate students who meet periodically to discuss issues including scholarly
developments within the area and course schedules and emphases that will be most
constructive. In addition, these groups also are given a budget with which to invite
scholars to give seminars advancing work in these areas. These focus groups, along
with periodic departmental meetings to review our development, will continue
throughout the five years of this plan.

It is hoped that the College will be able to give a commitment to the Department
regarding the various options proposed here during the early part of this five year
planning period. This will help to guide our continued planning and development
during this time.
VII. Discussion
This five year plan has been discussed in various venues by the Department (faculty and graduate students).