

**BOARD OF HIGHER EDUCATION**

**REQUEST FOR COMMITTEE AND BOARD ACTION**

**COMMITTEE:** Academic Affairs

**NO:** AAC-16-34

**COMMITTEE DATE:** June 7, 2016

**BOARD DATE:** June 14, 2016

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**APPLICATION OF THE UNIVERSITY OF MASSACHUSETTS BOSTON TO AWARD  
THE MASTER OF ARTS IN INTERNATIONAL RELATIONS**

**MOVED:** The Board of Higher Education hereby approves the application of **University of Massachusetts Boston** to award the **Master of Arts in International Relations**

Upon graduating the first class for this program, the University shall submit to the Board a status report addressing its success in reaching program goals as stated in the application and in the areas of enrollment, curriculum, faculty resources, and program effectiveness.

**Authority:** Massachusetts General Laws Chapter 15A, Section 9(b)

**Contact:** Winifred M. Hagan, Ed.D., Associate Commissioner for Academic Affairs and Student Success

**BOARD OF HIGHER EDUCATION**  
**June 2016**  
**University of Massachusetts Boston**  
**Master of Arts in International Relations**

**INTENT AND MISSION**

The University of Massachusetts Boston (UMB) Master's Program in International Relations (IR) has operated as a track within the Master's of Science in Public Affairs (MSPA) for 12 years. However, as International Relations and Global Studies have increasingly occupied a more prominent role across the University, they now formed a central theme in UMB's strategic direction. UMB reports that the success of the existing IR master's program no longer makes sense as a track within the MSPA degree because it is complicating efforts to gain accreditation by the national association for graduate programs in public policy, public affairs, and public administration (NASPAA). It also undermines the efforts of the IR program to increase its visibility and recruit students, poses application difficulties, and prevents membership in the Association of Professional Schools of International Affairs (APSIA). It is expected that creating an MA degree in IR will build on the strengths of prior success, increase visibility, and improve the number and quality of student recruits.

It is intended that the goals of the proposed MA/IR program include an understanding of international relations theory in historical and contemporary contexts, and of concepts, structures, and institutions, both governmental and non-governmental, that define the global system; knowledge of the current international system and the political, economic, and cultural factors that influence policy formulation; critical understanding of international political economy, the effects of globalization, problems and prospects in the developing world, the role of regionalism and of regional integration, the dynamics of international conflict and resolutions; the capacity to utilize and apply a range of research methodologies to the study of relevant topics in international affairs; and achieving competence in an individualized area of specialization.

The proposed program has obtained all necessary governance approvals on campus and was approved by the University of Massachusetts, Board of Trustees on April 13, 2016. The required letter of intent was circulated on January 25, 2016. No comments were received.

**NEED AND DEMAND**

*National and State Labor Market Outlook*

UMB reports that an MA/IR is a general professional degree, suitable for a variety of careers in the public and private sectors. UMB expects that MA/IR degree holders will be especially competitive in the pursuit of jobs with organizations that have international exposure. These include international non-governmental organizations (NGO's) and

non-profit organizations, which have increased rapidly in the last two decades. International NGOs now number between 37,000 and 40,000.<sup>1</sup> The NGO sector is, by some measures, the eighth largest economic sector in the world.<sup>2</sup> Similarly, inter-governmental organizations, such as United Nations (UN) agencies, offer opportunities for MA/IR graduates. Many UN job postings include international relations specifically in the list of degree backgrounds sought.<sup>3</sup>

The United States (US) federal government also offers opportunities for MA/IR graduates, such as traditional State Department jobs (e.g. the US Foreign Service employs approximately 3,000 diplomats). Currently 88,700 federal employees are posted overseas. Many US agencies actively recruit graduates with international experience, interests, or formal coursework.<sup>4</sup> For example, the State Department's New England Diplomat-in-Residence actively recruits on the UMB campus. It is also expected that some MA/IR graduates will compete for positions as administrators and analysts within internationally-oriented educational institutions, think tanks and multinational corporations. International banks frequently seek international relations master-level graduates for careers.

UMB reports that, overall, a 2014 Forbes survey ranked "International Relations" as the fifth "best MA degree for jobs," using a combined metric of anticipate job growth and expected salaries (just above civil engineering and health care administration).<sup>5</sup> The Massachusetts Executive Office of Labor and Workforce Development (EOWLD) does not directly compile data using "International Relations" as an occupation classification. Yet insofar as recipients of MA degrees in international relations typically find employment in managerial positions within government, international organizations, postsecondary educational institutions, or the private sector, the EOWLD long term (ten-year) growth projections broken down by occupation include several relevant categories: "General and Operations Managers" (11.88% growth), "Management Analysts" (22.02% growth), "Education Administrators, Postsecondary" (13.39% growth), and "Administrative Services Managers" (12.08% growth).<sup>6</sup> The US Bureau of Labor Statistics collects data using categories similar to those used by the State of Massachusetts and does not specifically track jobs in "international relations," but it does anticipate similar trends and faster-than-average growth of managerial jobs in "Social and Community Services" and "Postsecondary Education."<sup>7</sup> In what may serve as a proxy measure for the growth of internationally oriented jobs, UMB cites that the Bureau

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<sup>1</sup> [http://www.icnl.org/knowledge/jnl/vol8iss2/art\\_4.htm](http://www.icnl.org/knowledge/jnl/vol8iss2/art_4.htm) .

<sup>2</sup> Peter Hall-Jones, "The Rise and Rise of NGOs," Public Services International, <http://www.world-psi.org/Template.cfm?Section=Home&CONTENTID=11738&TEMPLATE=/ContentManagement/ContentDisplay.cfm> .

<sup>3</sup> For examples, see <https://jobs.un.org/Galaxy/Release3/Vacancy/Vacancy.aspx> .

<sup>4</sup> <http://federaljobs.net/overseas.htm> .

<sup>5</sup> Kathryn Dill, "The Best And Worst Master's Degrees For Jobs In 2014," *Forbes* (June 12, 2014); <http://www.forbes.com/sites/kathryndill/2014/06/12/the-best-and-worst-masters-degrees-for-jobs-in-2014/>.

<sup>6</sup> State of Massachusetts, Executive Office of Labor and Workforce Development, <http://lmi2.detma.org/Lmi/projections.asp#maincontent>.

<sup>7</sup> See U. S. Bureau of Labor Statistics, *Occupational Outlook Handbook*, <http://www.bls.gov/ooh/management/social-and-community-service-managers.htm> and <http://www.bls.gov/ooh/management/postsecondary-education-administrators.htm>.

of Labor Statistics identifies "Interpreters and Translators" as one of the fastest growing occupations in the coming decade.<sup>8</sup>

Between 2010 and 2014 UMB graduates of the MS in Public Affairs IR track have found employment in a variety of settings, including international NGO's such as MIET Africa and Innovations for Poverty Action; others are working at research centers such as the Ash Center for Democratic Governance and Innovation, and the Women and Public Policy Program at the Harvard Kennedy School. Some have pursued careers in global business enterprises such as Marsh Global Risk Management and Vox Global Strategic Communications. Others are working in the field of education in settings as diverse as the University of Electronic Science and Technology of China and the Office of Intercultural Education at Wellesley College.

### *Student Demand*

UMB reports that the demand for an international relations degree program is high due to the increased focus on global systems in almost every sector. The proposed MA/IR program focus on international systems theory is expected to provide students with the skills needed to practice in the field or advance to doctoral study. Moving the International Relations concentration to a degree program is expected to retain existing students and add more by increasing the visibility and autonomy of the program.

## **OVERVIEW OF PROPOSED PROGRAM**

The mission and content of each of the former McCormick Institute programs became significantly different from each other as pedagogy and research in international relations has grown exponentially. The inclusion of the International Relations track under the rubric "Public Affairs" obscured the disciplinary focus on International Relations and detracted from the program's ability to recruit competitively. UMB holds that students will be better served if the degree is offered independent of the Public Affairs program to reflect a more traditional disciplinary taxonomy and to align it with other programs of its type. The MA/IR program has been derived from this growth and change and is further strengthened by the current University of Massachusetts Boston strategic plan. The admissions requirements, curriculum, degree requirements, and staffing of the proposed International Relations MA degree will not differ from those of the International Relations track of the MS in Public Affairs. UMB is requesting new degree granting authority and an administrative move of the International Relations program from the Department of Public Policy to the Department of Conflict Resolution, Human Security, and Global Governance.

### *Duplication*

There are several master's degree programs in the Commonwealth that include the study of international relations, but none have the same focus as UMB. The other programs fall into two broad categories. UMass Amherst, MIT, Suffolk University, and

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<sup>8</sup> U. S. Bureau of Labor Statistics, "Fastest Growing Occupations," *Occupational Outlook Handbook*, <http://www.bls.gov/ooh/fastest-growing.htm>.

Boston College offer IR concentrations in Master’s degree programs offered by their political science or government departments. These programs are all small, and are focused on the disciplinary study of international relations from a political science perspective. The proposed UMB program is distinguished by its interdisciplinary core courses taught by faculty from a range of academic departments, which enables students to differentiate their elective coursework.

The second category of Master’s degrees is from professional schools, including the College of Professional Studies at Northeastern University, the Pardee School at Boston University, and the Fletcher School at Tufts University. The Northeastern program is in International Studies with a broader focus and less depth than UMB’s international relations proposal. The Fletcher School and the Pardee School are both focused on training people for specific international careers rather than providing broad training in international relations and international political economy.

## **ACADEMIC AND RELATED MATTERS**

### *Admission*

The admission requirements for the proposed MA/IR, is expected to remain the same as those of the existing IR track. UMB does not anticipate formal requirements for admission beyond those required by the Graduate School with a preference for a GPA above 3.0 and for some background in the social sciences, political science or economics.

### **Program Enrollment Projection**

	<b># of Students Year 1</b>	<b># of Students Year 2</b>	<b># of Students Year 3</b>	<b># of Students Year 4</b>
New Full-Time	6	9	12	15
Continuing Full-Time	7	6	9	12
New Part-Time	2	3	3	3
Continuing Part-Time	2	3	4	5
<b>Totals</b>	<b>17</b>	<b>21</b>	<b>28</b>	<b>35</b>

### *Curriculum (Attachment A)*

Requirements for the new MA/IR are expected to remain the same as the existing track program. These comprise six, 3-credit core courses, a 6-credit capstone/thesis requirement, and 12 credits of electives, for a total of 36 credits. All of the required core courses are currently offered. It is planned that elective courses will be drawn from across the University, but courses from outside of the college will require approval of the Graduate Program Director to ensure that electives are appropriate to the IR degree and that the set of electives taken together constitute a coherent plan of study.

### *Internships or Field Studies*

## **RESOURCES AND BUDGET**

### *Fiscal (Attachment B)*

The proposed MA/IR represents a shift of an existing program, such that all of the necessary resources are in place. The administrative support, the courses being taught, 5 tenure-stream faculty, 2 adjunct faculty, and 2 graduate assistantships are anticipated to continue and support the proposed program. UMB expects the budgetary impact to the program to be minimal at the outset to the program, with increased revenue through increased enrollments. UMB plans that expanded enrollments will be required prior to any need for new teaching or administrative resources.

### *Faculty and Administration (Attachment C)*

The MA/IR is expected to be housed in the Department of Conflict Resolution, Human Security, and Global Governance in the McCormack Graduate School. It will draw on existing teaching resources from its home department, as well as from Political Science and Economics departments in the College of Liberal Arts with which the IR graduate program has traditionally been associated.

### *Facilities, Library and Information Technologies*

UMB indicates that the program has no lab or equipment requirements, and its library and information technology requirements are the same as those of the existing IR track. Administrative supports are also the same as those that already exist.

### *Affiliations and Partnerships*

## PROGRAM EFFECTIVENESS

Goal	Measurable Objective	Strategy for Achievement	Timetable
Student recruitment	Leverage the change to degree status by increasing the size of the incoming class to 15 people per year	Graduate fairs, email marketing campaigns, print brochures, virtual information sessions, course observations 1-1 appointments	2016-2019
Student academic success	100% student graduation rate	Monitoring student success; proactive advising	Continuing
Student placement	Placement of graduating students in appropriate jobs or doctoral programs	Develop placement workshops and create individualized placement counseling. Reinforce the role of alumni network in graduate placement	Continuing
Expand faculty involvement	Increase the number of faculty from across the University involved in the MA in IR	Creating administrative structures that incentivize faculty involvement	2015-2017
Formal issue-specific tracks within the IR program	Approval of new tracks by the University administration and appropriate faculty bodies.	Create tracks by surveying existing course offerings across campus, and organizing them thematically	9/2017

### EXTERNAL REVIEW AND INSTITUTIONAL RESPONSE

The proposed program was reviewed by Professor Robert Denemark, Ph.D., Department of Political Science, University of Delaware in Newark, and Professor L.H.M. Ling, Ph.D., Milano School of International Affairs, Management, and Urban Policy, The New School, New York. On December 14, 2015 the reviewers met with representatives of the university administration, members of the Department of Conflict Resolution, Human Security and Global Governance, the Political Science Department, and several students currently enrolled in the IR track.

During the site visit and in reviewing the proposal the team noted that the existing track in international relations has been a successful program providing an opportunity for students to pursue a professional career path and gain the perspective required to

approach increasingly complex global problems. The reviewers found that the proposal to transform the existing IR track into an MA/IR degree, a relatively minor, overdue change. The team reiterated that the proposed MA will dovetail well with the proposed BA program, particularly through the 4+1 accelerated BA/MA structure, providing savings in time and money, career opportunities for students, and recruitment opportunities for the program and institution.

The reviewers suggested diversifying the curriculum to include non-Western perspectives and to ensure junior faculty are protected from being over-burdened with administrative tasks, teaching and advising. UMB responded in agreement and made adjustments to reflect these recommendations. The reviewers concluded their evaluation by asserting that students who can offer a sophisticated understanding of the world are prepared to fill the growing number of jobs in service and knowledge industries that dominate the Massachusetts and Boston-area economy. They also suggested that perhaps the alienation and frustration experienced by people in many societies might be counteracted, in part, by educational programs that promote a broader understanding of global trends and the skills necessary to take part in a globalized economy.

## **STAFF ANALYSIS AND RECOMMENDATION**

Staff thoroughly reviewed all documentation submitted by the **University of Massachusetts Boston** and external reviewers. Staff recommendation is for approval of the proposed **Master of Arts in International Relations** program.



**ATTACHMENT A: CURRICULUM**

**MA in International Relations**

<i>Major Required (Core) Courses (Total courses required = 7</i>		
<i>Course Number</i>	<i>Course Title</i>	<i>Credit Hours</i>
PUBADM 631	<a href="#">Theories and Concepts of International Relations</a>	3
PUBADM 632	<a href="#">Contemporary Issues in World Politics</a>	3
PUBADM 633	<a href="#">Research Methods and Analysis in International Relations</a>	3
PUBADM 634	<a href="#">International Political Economy</a>	3
PUBADM 635	<a href="#">Globalization and International Development</a>	3
PUBADM 638L -	<a href="#">Global Governance</a>	3
PUBADM 692 OR PUBADM 699	<a href="#">Capstone in International Relations</a> or <a href="#">Master's Thesis</a>	6
	SubTotal # Core Credits Required	24
<i>Concentration Course Choices (Total courses required = 0</i>		
	SubTotal # Concentration Credits Required	0
<i>Other/Elective Course Choices (Total courses required = 4</i>		
	Students may choose graduate level courses offered by any UMB department related to their area of interest; prior approval of Graduate Program Director required.	
	SubTotal # Elective Credits Required	12
<i>Curriculum Summary</i>		
	Total number of courses required for the degree	11
	Total credit hours required for degree	36
<b><i>Prerequisite or Other Additional Requirements:</i></b>		

ATTACHMENT B: BUDGET

<b>REVENUE ESTIMATES</b>										
	<b>Year 1 2017</b>		<b>Year 2 2018</b>		<b>Year 3 2019</b>		<b>Year 4 2020</b>		<b>Year 5 2021</b>	
<i>Full-Time Tuition Rate: In-State</i>	1944		1944		1944		1944		1944	
<i>Full-Time Tuition Rate: Out-State</i>	7326		7326		7326		7326		7326	
<i>Mandatory Fees per Student (IS Grad)</i>	9603		9891		10188		10493		10808	
<i>Mandatory Fees per Student (OS Grad)</i>	14939		15387		15848		16324		16813	
<i>FTE # of New Students: (IS Grad)</i>	3		5		7		8		8	
<i>FTE # of New Students: (OS Grad)</i>	2		3		4		6		6	
<i># of In-State FTE Students transferring in from the institution's existing programs</i>		5								
<i># of Out-State FTE Students transferring in from the institution's existing programs</i>		3								

	Newly Generate d Revenue	Revenue from existing programs	Newly Generate d Revenue	Revenue from existing programs	Newly Generate d Revenue	Revenue from existing programs	Newly Generate d Revenue	Revenue from existing programs	Newly Generate d Revenue	Revenue from existing programs
<b>Tuition and Fees</b>										
<b>First Year Students</b>										
Tuition										
In-State	\$5,832	\$9,720	\$9,720	\$0	\$13,608	\$0	\$15,552	\$0	\$15,552	\$0
Out-of-State	\$14,652	\$21,978	\$21,978	\$0	\$29,304	\$0	\$43,956	\$0	\$43,956	\$0
Mandatory Fees	\$58,686	\$92,830	\$95,615	\$0	\$134,707	\$0	\$181,889	\$0	\$187,345	\$0
<b>Second Year Students</b>										
Tuition										
In-State			\$5,832	\$9,720	\$9,720	\$0	\$13,608	\$0	\$15,552	\$0
Out-of-State			\$14,652	\$21,978	\$21,978	\$0	\$29,304	\$0	\$43,956	\$0
Mandatory Fees			\$60,446	\$95,615	\$98,483	\$0	\$138,748	\$0	\$187,345	\$0
<b>Third Year Students</b>										
Tuition										
In-State					\$5,832	\$9,720	\$9,720	\$0	\$13,608	\$0
Out-of-State					\$14,652	\$21,978	\$21,978	\$0	\$29,304	\$0
Mandatory Fees					\$62,260	\$98,483	\$101,438	\$0	\$142,910	\$0
<b>Fourth Year Students</b>										
Tuition										
In-State							\$5,832	\$0	\$9,720	\$0
Out-of-State							\$14,652	\$0	\$21,978	\$0
Mandatory Fees							\$64,127	\$0	\$104,481	\$0
<b>Fifth Year Students</b>										
Tuition										
In-State									\$0	\$0

Out-of-State									\$0	\$0
Mandatory Fees									\$0	\$0
<b>Gross Tuition and Fees</b>	\$79,170	\$124,528	\$208,243	\$127,313	\$390,543	\$130,181	\$640,804	\$0	\$815,708	\$0
<b>Grants</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Contracts</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Campus budget allocation</b>	\$0	\$243,950	\$0	\$250,447	\$0	\$257,139	\$0	\$264,031	\$0	\$271,130
<b>Other Revenues</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	\$79,170	\$368,478	\$208,243	\$377,759	\$390,543	\$387,320	\$640,804	\$264,031	\$815,708	\$271,130

## EXPENDITURE ESTIMATES

	Year 1 2017		Year 2 2018		Year 3 2019		Year 4 2020		Year 5 2021	
	New Expendit ures required for Program	Expendit ures from current resource s	New Expendit ures required for Program	Expendit ures from current resource s	New Expendit ures required for Program	Expendit ures from current resource s	New Expendit ures required for Program	Expendit ures from current resource s	New Expendit ures required for Program	Expendit ures from current resource s
<b>Personnel Services</b>										
Faculty	\$0	\$118,000	\$0	\$121,000	\$0	\$124,090	\$0	\$127,273	\$0	\$130,551
Administrators	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Support Staff	\$0	\$36,000	\$0	\$37,080	\$0	\$38,192	\$0	\$39,338	\$0	\$40,518
Others	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fringe Benefits <u>34</u> %	\$0	\$52,360	\$0	\$53,747	\$0	\$55,176	\$0	\$56,648	\$0	\$58,164
<b>Total Personnel</b>	<b>\$0</b>	<b>\$206,360</b>	<b>\$0</b>	<b>\$211,827</b>	<b>\$0</b>	<b>\$217,458</b>	<b>\$0</b>	<b>\$223,259</b>	<b>\$0</b>	<b>\$229,233</b>
<b>Operating Expenses</b>										
Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Library Resources	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Marketing/Promotional Expenses	\$0	\$3,000	\$0	\$3,000	\$0	\$3,000	\$0	\$3,000	\$0	\$3,000
Laboratory Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Administrative Overhead	\$0	\$270	\$0	\$270	\$0	\$270	\$0	\$270	\$0	\$270
Other (colloquia, symposia, etc.)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Operating Expenses</b>	<b>\$0</b>	<b>\$3,270</b>	<b>\$0</b>	<b>\$3,270</b>	<b>\$0</b>	<b>\$3,270</b>	<b>\$0</b>	<b>\$3,270</b>	<b>\$0</b>	<b>\$3,270</b>
<b>Net Student Assistance</b>										
Assistantships	\$0	\$34,320	\$0	\$35,350	\$0	\$36,410	\$0	\$37,502	\$0	\$38,627
Fellowships	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Stipends/Scholarships	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Student Assistance</b>	<b>\$0</b>	<b>\$34,320</b>	<b>\$0</b>	<b>\$35,350</b>	<b>\$0</b>	<b>\$36,410</b>	<b>\$0</b>	<b>\$37,502</b>	<b>\$0</b>	<b>\$38,627</b>
<b>Capital</b>										
Facilities / Campus recharges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Capital</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$243,950</b>	<b>\$0</b>	<b>\$250,447</b>	<b>\$0</b>	<b>\$257,139</b>	<b>\$0</b>	<b>\$264,031</b>	<b>\$0</b>	<b>\$271,130</b>

## BUDGET SUMMARY OF NEW PROGRAM ONLY

	Year 1	Year 2	Year 3	Year 4	Year 5
	2015	2016	2017	2018	2019
Total of newly generated revenue	\$79,170	\$208,243	\$390,543	\$640,804	\$815,708
Total of additional resources required for program	\$0	\$0	\$0	\$0	\$0
Excess/ (Deficiency)	\$79,170	\$208,243	\$390,543	\$640,804	\$815,708

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 Justification of Financial Projections:

**ATTACHMENT C: FACULTY**

<b>Name of faculty member (Name, Degree and Field, Title)</b>	<b>Tenured Y/N</b>	<b>Courses Taught Put (C) to indicate core course. Put (OL) next to any course currently taught online.</b>	<b># of sections</b>	<b>Division or College of Employment</b>	<b>Full- or Part-time in Program</b>	<b>Full- or part-time in other department or program (Please specify)</b>	<b>Sites where individual will teach program courses</b>
Barkin, Samuel Ph.D. in Political Science Professor	Y	• Theories and Concepts of International Relations (C)	(1)	McCormack Graduate School	Part-time	Yes – Global Governance and Human Security	• Main Campus
Farshakh, Leila Ph.D. in Political Economy Associate Professor	Y	• Contemporary Issues in World Politics (C)	(1)	College of Liberal Arts	Part-time	Yes – Political Science	• Main Campus
Ivanova, Maria Ph.D. in International Environmental Policy Associate Professor	Y	• Global Environmental Governance • International Organizations and the Environment	(1) (1)	McCormack Graduate School	Part-time	Yes – Global Governance and Human Security	• Main Campus
Jiminez, Luis Ph.D. in Political Science Assistant Professor	N	• Globalization and International Development (C)	(1)	College of Liberal Arts	Part-time	Yes – Political Science	• Main Campus
Karns, Margaret	N	• Global	(1)	McCormack	Part-time	Yes –	• Main



Ph.D. in Political Science Visiting Professor		Governance (C)		Graduate School		Global Governance and Human Security	Campus
Kowert, Paul Ph.D. in Government Associate Professor	Y	• Research Methods and Analysis in International Relations (C)	(1)	College of Liberal Arts	Part-time	Yes – Political Science	• Main Campus
Lemi, Adugna Ph.D. in Economics Associate Professor	Y	• International Political Economy (C)	(1)	College of Liberal Arts	Part-time	Yes - Economics	• Main Campus
Tafe, Ursula Ph.D. in World Politics Lecturer II	N	• Capstone in International Relations (C)	(1)	College of Liberal Arts	College of Liberal Arts	Yes – Political Science	• Main Campus