

**BOARD OF HIGHER EDUCATION**  
**REQUEST FOR COMMITTEE AND BOARD ACTION**

**COMMITTEE:** Academic Affairs

**NO:** AAC 18-11

**COMMITTEE DATE:** December 5, 2017

**BOARD DATE:** December 12, 2017

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**APPLICATION OF THE UNIVERSITY OF MASSACHUSETTS DARTMOUTH TO AWARD THE BACHELOR OF ARTS AND THE BACHELOR OF SCIENCE IN PUBLIC ADMINISTRATION**

**MOVED:** The Board of Higher Education hereby approves the application of the **University of Massachusetts Dartmouth** to award the **Bachelor Of Arts and the Bachelor of Science in Public Administration**.

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  
DECEMBER 2017  
Bachelor of Arts and Bachelor of Science in Public Administration  
University of Massachusetts Dartmouth**

**INTENT AND MISSION**

The University of Massachusetts Dartmouth (UMD) proposed program for a Bachelor of Arts (BA) and a Bachelor of Science (BS) in Public Administration are cross-disciplinary programs which the institution states are aligned with several of the goals listed in its strategic plan, *UMassD Transform, 2010*. Among the goals addressed by the programs are providing students with innovative and high-impact research and academic programs, establishing an active and engaged university community focused on excellence in research, scholarship, and innovation, and creating highly productive collaborations, partnerships, and community engagement.

The institution intends that students in the program will be prepared to work in the public sector at the local, state or federal levels. UMD expects students who earn the BA degree will be prepared to work in jobs that require more interaction with the public, where as those who earn the BS degree will be in positions that require more management and analysis. Both degrees are designed to educate students who will be effective communicators, knowledgeable about politics and policy-making, and demonstrate competence with economic and fiscal analysis.

The proposed program obtained all necessary governance approvals on campus, including approval by the UMD Board of Trustees on 20 September 2017. The required letter of intent was circulated on June 5, 2017 with a deadline of July 5, 2017 for comments. No comments were received.

**NEED AND DEMAND**

*National and State Labor Market Outlook*

Using several sources, including the International City/County Management Association (ICMA), the Bureau of Labor Statistics (BLS), and the Center for State and Local Governments, UMD finds that the need for qualified professional public managers is significant and will increase as the current generation of employees retire. According to ICMA, in 2006, 87% of appointed local officials were over 40 years of age and only 1% were younger than 30 years of age.<sup>1</sup> UMD also cited the 2012 Current Population Survey (CPS), noting that seven of the 20 industry classifications with the oldest workers are primarily public employees and that leading analysts were warning about a wave of pending retirements, calling it the “silver tsunami.”<sup>2</sup>

While impending retirements provide openings, UMD anticipates there will also be an increase in the number of jobs requiring a credential in public administration, citing BLS data which finds that jobs for those training in political science/public management credential will increase by 21% from 2012-2022.<sup>3</sup> UMD also cites the SouthCoast Urban Indicators Project (formerly the Urban Initiative) which

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<sup>1</sup> Svava, J.H. (2008). The challenge of finding and retaining local government managers of the future. Public Management Magazine Plus.

<sup>2</sup> <http://www.governing.com/topics/mgmt/gov-governments-silver-tsunami.html>

<sup>3</sup> Bureau of Labor Statistics Occupational Outlook Handbook

states that 3.96% of all jobs in Falls River and 4.5% of all jobs in New Bedford are in public administration.<sup>4</sup>

### *Student Demand*

UMD cites various sources to support the employer need for individuals with training in public administration. As evidence of student demand, UMD refers to a survey by Georgetown University which produced 44,000 graduates with a bachelor of arts in public administration with the median annual salary of \$59,000.<sup>5</sup>

In addition UMD reports that members of the Political Science and Economics Departments started discussions about developing the proposed program based on the number of graduates selecting this career path. UMD also cited its' potential role as a feeder to graduate programs in public administration. Such programs include the UMD Master's in Public Policy and Master's in Professional Writing, the University of Massachusetts Law School and Master's in Public Administration, and the University of Massachusetts Amherst Master's in Public Policy and Administration.

## **OVERVIEW OF PROPOSED PROGRAM**

### *Duplication*

UMD reports that, if approved, it will be the only stand-alone undergraduate degree conferring a BA or BS in Public Administration in the Commonwealth. Nationally, there are 283 degree-granting institutions that offer public administration as a field of study at the graduate and undergraduate level. In the Commonwealth, two institutions offer the program at the undergraduate level: Clark University, a private university with an annual tuition of over \$42,000, confers a bachelor in science and Bridgewater State offers a concentration in public administration under its bachelor of arts in political science. Framingham State University offers a minor in public administration, while the University of Massachusetts Amherst confers certificates in the field.

## **ACADEMIC AND RELATED MATTERS**

### *Admission*

UMD's admission standards for both the proposed BA and BS in Public Administration programs are the same as those for the university. Applications are reviewed by the Admissions Committee and must include academic transcripts, SAT or ACT, a personal statement that demonstrates qualities of leadership, community service, work experiences and/or other significant interests, and an optional letter of recommendation from a teacher or school counselor for its most competitive programs, such as nursing, biology, engineering, and psychology.

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<sup>4</sup> <http://southcoastindicators.org/economy/jobs/>

<sup>5</sup> <http://work.chron.com/average-salary-masters-public-administration-6476.html>

Students can enter the Public Administration program as first-year students at UMD, in any subsequent years of their studies, or as transfer students. UMS contends that student emerging from the K-12 system who have completed a rigorous high school curriculum which meets the MassCore Standards, will be well prepared for the program in Public Administration.

### Program Enrollment

	Year 1	Year 2	Year 3	Year 4	Year 5*
New Full-Time	10	15	20	25	25
Continuing Full-Time		10	25	45	70
New Part-Time	5	5	10	10	15
Continuing Part-Time		5	10	20	30
Totals	15	35	65	100	140

### ***Curriculum (Attachment A)***

UMD contends that it has developed cross-disciplinary curricula for each proposed program that addresses the three critical skills listed by the BLS as required for effective public administrators: analytical skills, evaluating data with quantitative and qualitative research methods; critical thinking skills, the ability to process information and draw logical conclusions; and writing skills, the ability to communicate research results and policy recommendations clearly.<sup>6</sup>

Both the proposed BA and BS programs will require 120 credits. Four courses, an internship, and a senior capstone are required for both majors. For the BA student, UMD has mapped out curriculum that leaves room for language requirements. To earn a BA in Public Administration, a student will have to complete 36 credits for the major, 46 credits for College and General Education requirements and 38 credits in electives. Students in the BS program will be required to take 42 credits in the major, 43 credits for College and General Education, and 35 credits in electives. Additional credits in quantitative courses in the proposed BS major account for the additional credits.

### ***Internships or Field Studies***

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<sup>6</sup> <http://www.bls.gov/ooh/life-physical-and-social-science/political-scientists.htm#tab-4>

As an applied program, internships are required for both the BA and BS majors through the Political Science department. Currently, all Political Science majors complete a required internship. The proposed program will use this existing infrastructure. Students meet with an internship director to arrange internship placements that are suitable to their career plans. UMD currently places student interns in state and local governments, such as the District Attorney's offices in Worcester County, Bristol County, and Plymouth County; state senators and representatives; members of the U.S. House of Representatives; state and local agencies such as the Rhode Island Department of Environmental Management and the New Bedford Department of Planning, Housing, and Community Development. In addition, UMD reports that students are also placed in local non-profit organizations such as the United Neighbors of Fall River, the Public Consulting Group, the New England Society for Abandoned Animals, and Environment Massachusetts. The department will leverage these existing relationships to secure suitable internship placements for Public Administration students.

## **RESOURCES AND BUDGET**

### *Fiscal (Attachment B)*

UMD contends that it has most of the necessary resources already in place in the College of Arts and Sciences. The departments involved—Economics, English, and Political Science—have seats to absorb the majors. Increases in enrollment will require additional sections of courses, but, according to the institution, tuition and fees will cover the additional costs.

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

UMD identified seventeen full-time and part-time faculty members from the departments of English, Political Science, and Economics who will teach the courses for the proposed majors. A faculty member from the Department of Political Science will be selected as director of the major and allotted a one course reassigned time. Faculty in the departments of Political Science and Economics will serve as advisors to the students. UMD expects additional courses, staff, and faculty will be needed as students progress.

### *Facilities, Library and Information Technologies*

UMD expects that existing instructional space, library and administrative resources will be sufficient. Additional library materials will be needed and the institution has agreed to make that investment.

### *Affiliations and Partnerships*

UMD referenced that MassTransfer applies to the BA and BS in Public Administration and that this is valued as sufficient for the purposes of the proposed program. UMD noted the facts that students with an associate's degree from a community college in Massachusetts can meet most of their General Education requirements through the MassTransfer programs. They also iterated that any transfer equivalencies from other institutions can be used towards the degree. UMD stated that it has not developed any formal affiliations or partnerships with non-profits, government, and businesses specifically for the proposed BA and BS in Public Administration, and will rely on existing informal relationships with these organizations explicated in the Internship section of this motion.

## **Program Effectiveness**

Goal	Measurable Objective	Strategy for Achievement	Timetable
Recruit students	Graduate 20 PA majors per year by year 5 of program.	Distribution of program information on campus, locally, and regionally.	2018-2022
Continual assessment of the program	1. Participation in program by diverse student population. 2. Courses taught by qualified and effective faculty. 3. Students are graduating at a rate equal to or above the CLA average.	1. Campus and regional information events. 2. Continued oversight by department in which faculty is teaching 3. Monitor graduation rates; proactive advising.	Continually, from 2017. Annually, from 2018.  Annually, from 2018.
Maintain curricular relevance	Elective courses for major will attract sufficient students to be offered regularly.	Periodic review of enrollment data and adjustment of course offerings by Major Director.	Annually, beginning in 2018.
Graduates find a job in a relevant field or earn admission to a graduate program within one year of graduation	Number of students placed in relevant jobs/admitted to graduate school.	Develop and implement advising strategy and host campus events to familiarize students with career and postgraduate academic opportunities.	Annual, beginning in 2018.

UMD reported that once the proposed program is approved, the teaching faculty will meet to discuss assessment results for the year, develop new assessment plans for the following year based on results of the current year's assessment, and complete an assessment report. It is anticipated that the assessment plan will be monitored continually and updated based on information received as part of the process each year.

UMD also reported that all academic programs in the UMD College of Arts and Sciences assess student learning outcomes, course activities, courses, and curriculum. The proposed program will be no exception. The assessment coordinators in Political Science and Economics will work together to complete a curriculum map, and develop an assessment plan for Public Administration. Members of the Economics and Political Science department meet annually to discuss assessment strategies. Currently, these departments use a variety of strategies to assess whether students are meeting program learning outcomes including, but not limited to: scoring of student work, student surveys and focus groups, and student portfolios. Student retention, graduation rates, and employment will also be monitored as part of the annual assessment.

### **EXTERNAL REVIEW AND INSTITUTIONAL RESPONSE**

Associate Professor of Political Science and Director of the Masters of Public Administration Program at Central Michigan University, Thomas Greitens and Associate Research Professor and director of the undergraduate program in School of Public Affairs and Administration at Rutgers

University, Newark Madinah F. Hamidullah, comprised the external review team. The team found that UMD has the capacity to offer both the proposed BA and BS degrees in Public Administration, supported UMD's position that graduates from the proposed programs will be able to find employment given the predicted shortage of employees, and commended the faculty on the proposals.

The external review team made four key recommendations. First, that UMD should integrate courses in nonprofit administration into the curriculum because non-profit organizations will assume a more prominent role in public sector employment. Secondly, the team recommended that the Certified Nonprofit Professional (CNP) credential be integrated into both degree programs to increase concurrently student enrollments and ensure that both degree programs possess the public service competencies that students need to excel in the public sector. The team also recommended that courses or experiences in leadership or management should be better represented in the curriculum for both the proposed BA or BS programs. Lastly, it was recommended that both the faculty and administration should plan now for how new revenues will be distributed due to new public administration enrollments.

In response to the external review team's recommendations, UMD reports that it will accept and integrate the recommendations. UMD contends that it will develop additional electives in the political science department that focus on non-profits and leadership. Additionally, UMD states that it is the process of reinvigorating the Leadership and Civic Engagement Minor, that it will encourage the public administration majors to add this minor to their major. Finally, UMD stated it will connect with the Nonprofit Leadership Alliance, which offers the CNP credential in the region. UMD indicated that developing the non-profit administration part of the program will be part of a long-term goal for the proposed Public Administration program. The institution plans to use revenues generated by the Public Administration program to reinvest and offer additional courses in leadership and in non-profit management

## **STAFF ANALYSIS AND RECOMMENDATION**

Staff thoroughly reviewed all documentation submitted by **University of Massachusetts at Dartmouth** and the external reviewers. Staff recommendation is for approval of the proposed Bachelor of Arts and Bachelor of Science in Public Administration.

**ATTACHMENT A: CURRICULUM:**

**Public Administration - BA Undergraduate Program Curriculum Outline**

Required (Core) Courses in the Major (Total # courses required = 9)		
<i>Course Number</i>	Course Title	Credit Hours
PSC 101	Introduction to American Politics	3
PSC 342	Public Administration	3
ENL 265	Business Communication	3
PAD 498	Capstone in Public Administration	3
ECO 332 OR PSC 349	Economic Statistics or Research Methods in Political Science	3
ECO 490	Public Budgeting	3
PSC 305	Internship	3
	<b>Sub Total Core Credits</b>	21
<b>Elective Courses (Total # courses required = 5 ) See Below for List of Elective Options</b>		
ECO Elective	Economics Elective	3
ECO Elective	Economics Elective	3
PSC Elective	Political Science Elective	3
PSC Elective	Political Science Elective	3
ENL Elective	English Elective	3
	<b>Sub Total Elective Credits</b>	15
<b>Distribution of General Education Requirements</b> Attach List of General Education Offerings (Course Numbers, Titles, and Credits)		# of Gen Ed Credits
Common requirements include ENL 101 and 102 and a First Year Seminar		7
Arts and Humanities, including Literature and Foreign Languages (Students Must Demonstrate Advanced Proficiency [202 level] in a Foreign Language)		15
Mathematics and the Natural and Physical Sciences		12
Social Sciences (Including ECO 231 and 232 which are required)		12
<b>Sub Total General Education Credits</b>		46
<b>General Electives</b>		23-35 (varies, depending on courses needed to satisfy intermediate language)

	proficiency)
<b>Curriculum Summary</b>	
Total number of courses required for the degree	12 for major, 40 for degree
<b>Prerequisite, Concentration, and Other Requirements:</b>	
<b>For Economics Elective, students may choose from the following classes:</b>	
ECO 360 Cost Benefit Analysis	ECO 337 Environmental Economics
ECO338 Health Economics	ECO 342 Labor Economics
ECO 441 Public Economics	ECO State and Local Public Economics
ECO 461 Urban Economics	ECO 445 Economics of Education
ECO 472 Coastal Resources Economics	
<b>For Political Science Electives, students may choose from the following classes:</b>	
PSC 301 Presidency	PSC 306 Civil Rights in the US
PSC 311 State and Local Government	PSC 312 Massachusetts Politics
PSC 313 Urban Politics	PSC 315 Public Policy
<b>For English Electives, students may choose from the following classes:</b>	
ENL 270 Speech Communications	ENL 350 Report and Proposal Writing
ENL 352 Public Relations Writing	

## Public Administration - BS Undergraduate Program Curriculum Outline

<b>Required (Core) Courses in the Major (Total # courses required = 9)</b>		
Course Number	Course Title	Credit Hours
PSC 101	Introduction to American Politics	3
PSC 342	Public Administration	3
ENL 265	Business Communication	3
PAD 498	Capstone in Public Administration	3
ECO 332	Economic Statistics	3
ECO 333	Econometrics	3
ECO 360	Cost Benefit Analysis	3
ECO 490	Public Budgeting	3
PSC 305	Internship	3
	<b>Sub Total Core Credits</b>	27
<b>Elective Courses (Total # courses required = 5) See Below for List of Elective Options</b>		
ECO Elective	Economics Elective	3
ECO Elective	Economics Elective	3
PSC Elective	Political Science Elective	3
PSC Elective	Political Science Elective	3
ENL Elective	English Elective	3
	<b>Sub Total Elective Credits</b>	15
<b>Distribution of General Education Requirements</b>		# of Gen Ed Credits
Attach List of General Education Offerings (Course Numbers, Titles, and Credits)		
Common requirements include ENL 101 and 102 and a First Year Seminar		7
Arts and Humanities, including Literature and Foreign Languages		15
Mathematics and the Natural and Physical Sciences		12
Social Sciences (including ECO 231 and ECO 232 which are required)		9
<b>Sub Total General Education Credits</b>		43
<b>General Electives</b>		35
<b>Curriculum Summary</b>		
Total number of courses required for the degree		14 for major, 40 for degree
Total credit hours required for degree		42 for major, 120 for degree
<b>Prerequisite, Concentration or Other Requirements:</b>		
<b>For Economics Elective, students may choose from the following classes:</b>		
ECO 337: Environmental Economics	ECO 338: Health Economics	
ECO 342: Labor Economics	ECO 441: Public Economics	

ECO 443: State and Local Public Economics  
ECO 445: Economics of Education  
Economics

ECO 461: Urban Economics  
ECO 472 Coastal Resource

***For Political Science Electives, students may choose from the following classes:***

PSC 301: Presidency  
PSC 311: State and Local Government  
PSC 313: Urban Politics

PSC 306: Civil Rights in the U.S.  
PSC 312: Massachusetts Politics  
PSC 315: Public Policy

***For English Electives, students may choose from the following classes:***

ENL 270: Speech Communication  
ENL 352: Public Relations Writing

ENL 350: Report and Proposal Writing



In-State			\$181,239	\$0	\$279,108	\$0	\$438,598	\$0	\$578,949	\$0
Out-of-State			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mandatory Fees			\$5,063	\$0	\$7,088	\$0	\$10,125	\$0	\$12,150	\$0
<b>Third Year Students</b>										
Tuition										
In-State					\$199,363	\$0	\$307,018	\$0	\$482,458	\$0
Out-of-State					\$0	\$0	\$0	\$0	\$0	\$0
Mandatory Fees					\$5,063	\$0	\$7,088	\$0	\$10,125	\$0
<b>Fourth Year Students</b>										
Tuition										
In-State							\$219,299	\$0	\$337,720	\$0
Out-of-State							\$0	\$0	\$0	\$0
Mandatory Fees							\$5,063	\$0	\$7,088	\$0
<b>Fifth Year Students</b>										
Tuition										
In-State									\$241,229	\$0
Out-of-State									\$0	\$0
Mandatory Fees									\$5,063	\$0
<b>Gross Tuition and Fees</b>	\$169,825	\$0	\$447,123	\$0	\$899,471	\$0	\$1,525,657	\$0	\$2,315,138	\$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	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Revenues (specify in cell 54)</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

<b>Total</b>	\$169,825	\$0	\$447,123	\$0	\$899,471	\$0	\$1,525,657	\$0	\$2,315,138	\$0

## EXPENDITURE ESTIMATES

	Year 1 2017		Year 2 2018		Year 3 2019		Year 4 2020		Year 5 2021	
	New Expenditures required for Program	Expenditures from current resources	New Expenditures required for Program	Expenditures from current resources	New Expenditures required for Program	Expenditures from current resources	New Expenditures required for Program	Expenditures from current resources	New Expenditures required for Program	Expenditures from current resources
<b>Personnel Services</b>										
Faculty	\$7,500	\$0	\$15,000	\$0	\$22,500	\$0	\$30,000	\$0	\$37,500	\$0
Administrators	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Support Staff	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Others	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fringe Benefits ____%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Personnel</b>	<b>\$7,500</b>	<b>\$0</b>	<b>\$15,000</b>	<b>\$0</b>	<b>\$22,500</b>	<b>\$0</b>	<b>\$30,000</b>	<b>\$0</b>	<b>\$37,500</b>	<b>\$0</b>
<b>Operating Expenses</b>										
Supplies	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
Library Resources	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Marketing/Promotional Expenses	\$5,000	\$5,000	\$5,000	\$5,000	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
Laboratory Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Administrative Overhead	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Other (specify)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

<b>Total Operating Expenses</b>	<b>\$13,000</b>	<b>\$13,000</b>	<b>\$13,000</b>	<b>\$13,000</b>	<b>\$11,500</b>	<b>\$11,500</b>	<b>\$11,500</b>	<b>\$11,500</b>	<b>\$11,500</b>	<b>\$11,500</b>
<b>Net Student Assistance</b>										
Assistantships	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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>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>Total Expenditures</b>	<b>\$20,500</b>	<b>\$13,000</b>	<b>\$28,000</b>	<b>\$13,000</b>	<b>\$34,000</b>	<b>\$11,500</b>	<b>\$41,500</b>	<b>\$11,500</b>	<b>\$49,000</b>	<b>\$11,500</b>

**BUDGET SUMMARY OF NEW PROGRAM ONLY**

	Year 1 20__	Year 2 20__	Year 3 20__	Year 4 20__	Year 5 20__
<b>Total of newly generated revenue</b>	\$169,825	\$447,123	\$899,471	\$1,525,657	\$2,315,138
<b>Total of additional resources required for program</b>	\$20,500	\$28,000	\$34,000	\$41,500	\$49,000
<b>Excess/ (Deficiency)</b>	\$149,325	\$419,123	\$865,471	\$1,484,157	\$2,266,138

**ATTACHMENT C: FACULTY**  
**Summary of Faculty Who Will Teach in the Proposed Program**

<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>
Achilov, Dilshod, Ph.D. in Political Science Assistant Professor	N	• Political Science Research Methods (C, OL)	(1)	College of Arts and Sciences	Part-time	Part-time Political Science	• Dartmouth
Arrigo, Anthony PhD in Rhetoric and Scientific and Technical Communication Associate Professor	Y	• Speech Communication	(1)	College of Arts and Sciences	Part-time	Part-time English	• Dartmouth
Buck, Elizabeth PhD in English, Rhetoric, and Writing Assistant Professor	N	• Public Relations Writing	(1)	College of Arts and Sciences	Part-time	Part-time English	• Dartmouth
Cosgrove, Sarah Ph.D. in Economics Associate Professor	Y	• Environmental Economics (OL) • Urban Economics	(1) (1)	College of Arts and Sciences	Part-time	Part-time Economics	• Dartmouth
Darst, Robert Ph.D. in Political Science Associate Professor	Y	• Internship (C, OL)	(2)	College of Arts and Sciences	Part-time	Part-time Political Science	• Dartmouth
DeLuca, Karen	Y	• Business Communication (C, OL)	(1)	College of Arts and Sciences	Part-time	Part-time English	• Dartmouth
Fobanjong, John Ph.D. in Political Science Professor	Y	• Civil Rights • Public Administration (C, OL)	(1) (1)	College of Arts and Sciences	Part-time	Part-time Political Science	• Dartmouth
Gulbrandsen, Karen PhD in Rhetoric and Professional Communication	Y	• Business Communication (C, OL) • Report and Proposal Writing	(1) (1)	College of Arts and Sciences	Part-time	Part-time English	• Dartmouth
Jenkins, Shannon Ph.D. in Political Science Associate	Y	• Into to American Politics (C, OL) • State Politics • Massachusetts	(1)	College of Arts and Sciences	Part-time	Part-time Political Science	• Dartmouth

Professor		<ul style="list-style-type: none"> <li>Politics</li> <li>• Public Policy (OL)</li> <li>• Capstone in Public Administration (C)</li> </ul>	(1) (1) (1) (1)				
Jones, Robert Ph.D. in Economics Associate Professor	Y	<ul style="list-style-type: none"> <li>• Health Economics</li> <li>• Public Economics</li> <li>• Public Budgeting (C)</li> </ul>	(1) (1) (1)	College of Arts and Sciences	Part-time	Part-time Economics	• Dartmouth
Lynch, Devon Ph.D. in Economics Associate Professor	Y	<ul style="list-style-type: none"> <li>• State and Local Public Economics (OL)</li> <li>• Public Economics</li> <li>• Public Budgeting (C)</li> <li>• Cost Benefit Analysis (C, OL)</li> </ul>	(1) (1) (1) (1)	College of Arts and Sciences	Part-time	Part-time Economics, Public Policy	• Dartmouth
Manning, Kenneth Ph.D. In Political Science Full Professor	Y	<ul style="list-style-type: none"> <li>• Intro to American Politics (C)</li> </ul>	(2)	College of Arts and Sciences	Part-time	Part-time Political Science	• Dartmouth
Meral, Merve Ph.D. in Economics Associate Professor	Y	<ul style="list-style-type: none"> <li>• Health Economics</li> <li>• Labor Economics (OL)</li> </ul>	(1) (1) (1)	College of Arts and Sciences	Part-time	Part-time Economics	• Dartmouth
Olitsky, Neal Ph.D. in Economics Associate Professor	Y	<ul style="list-style-type: none"> <li>• Economic Statistics (C)</li> <li>• Economics of Education</li> <li>• Labor Economics (OL)</li> </ul>	(1) (1) (1)	College of Arts and Sciences	Part-time	Part-time Economics	• Dartmouth
Prentiss, Dave ABD in Political Science Part-Time Lecturer	N	<ul style="list-style-type: none"> <li>• Presidency</li> <li>• Urban Politics (OL)</li> </ul>	(1)	College of Arts and Sciences	Part-time	Part-time Political Science	• Dartmouth
Roscoe, Douglas Ph.D. in Political Science Full Professor	Y	<ul style="list-style-type: none"> <li>• Intro to American Politics (C, OL)</li> </ul>	(1)	College of Arts and Sciences	Part-time	Part-time Political Science	• Dartmouth
Sandby-Thomas, Peter Ph.D. in Political Science	N	<ul style="list-style-type: none"> <li>• Political Science Research Methods (C)</li> </ul>	(2)	College of Arts and Sciences	Part-time	Part-time Political Science	• Dartmouth

Full Time Lecturer							
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