

DEPARTMENT OF
HIGHER EDUCATION &
WORKFORCE DEVELOPMENT

New Program Report

Date Submitted:

02/12/2024

Institution

University of Missouri-Kansas City

Site Information

Implementation Date:

8/1/2024 12:00:00 AM

Added Site(s):

Selected Site(s):

University of Missouri-Kansas City, 5100 Rockhill Road, Kansas City, MO, 64110

CIP Information

CIP Code:

450601

CIP Description:

A general program that focuses on the systematic study of the production, conservation and allocation of resources in conditions of scarcity, together with the organizational frameworks related to these processes. Includes instruction in economic theory, micro- and macroeconomics, comparative economic systems, money and banking systems, international economics, quantitative analytical methods, and applications to specific industries and public policy issues.

CIP Program Title:

Economics, General

Institution Program Title:

PhD in Economics

Degree Level/Type

Degree Level:

Doctoral Degree (Research PhD)

Degree Type:

Doctor of Philosophy (PHD)

Options Added:

Collaborative Program:

N

Mode of Delivery

Current Mode of Delivery

Classroom

Student Preparation



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Special Admissions Procedure or Student Qualifications required:

1. A score of at least 154 in verbal reasoning, a score of at least 154 in quantitative reasoning and at least a 4.0 on the analytical portions of the general Graduate Record Examination.
2. A grade-point average of at least 3.0 (on a 4.0 scale) covering all college work taken prior to the bachelor's degree, or a grade-point average of at least 3.0 (on a 4.0 scale) covering all post-baccalaureate work completed to date.
3. Recommendations for provisional or full admission by the doctoral faculty
4. Applicants must have at least 18 undergraduate semester credit hours in economics, including intermediate microeconomics and macroeconomics and a course in elementary statistics. In addition, it is strongly recommended that applicants have some of the following courses: econometrics, mathematical economics, history of economic thought, heterodox economics, economic history, calculus and linear algebra. Students with fewer than 18 credit hours will be admitted only on a provisional status.
5. Applicants who wish to transfer to the UMKC Ph.D. program in Economics from other institutions must have obtained a grade-point average of at least 3.0 covering all their graduate work. Transfer students must apply for transfer credits toward the Ph.D. as soon as possible after completion of a minimum of 12 credits at UMKC with a grade-point average of 3.0 or better. Up to 30 transfer credit hours may be granted. No transfer credit will be granted for any courses not relevant to the Ph.D. in Economics or for any course with a GPA of less than 3.0.

Specific Population Characteristics to be served:

n/a

Faculty Characteristics

Special Requirements for Assignment of Teaching for this Degree/Certificate:

All faculty with teaching responsibilities in the PhD, Economics program will have a terminal degree, PhD or professional doctoral degree (MD, EdD).

Estimate Percentage of Credit Hours that will be assigned to full time faculty:

Full time faculty will teach 100% of coursework/credit hours in the program.

Expectations for professional activities, special student contact, teaching/learning innovation:

Faculty teaching in the program will be expected to engage in professional activities and teaching/learning innovation activities including research, and participation and presentations at professional organizations and societies. Faculty will also be expected to mentor and advise students while enrolled in the program and while engaging in independent research.

Student Enrollment Projections Year One-Five

Year 1	Full Time: 40	Part Time: 0	
Year 2	Full Time: 43	Part Time: 0	
Year 3	Full Time: 43	Part Time: 0	Number of Graduates: 6



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Year 4	Full Time: 43	Part Time: 0	
Year 5	Full Time: 43	Part Time: 0	Number of Graduates: 6

Percentage Statement:

n/a

Program Accreditation

Institutional Plans for Accreditation:

The proposed PhD program in Economics at UMKC falls under the purview of the university's institutional accreditation. The university is accredited by the Higher Learning Commission, one of the regional accrediting bodies recognized by the U.S. Department of Education, which ensures that the institution and all its programs, including the proposed PhD program, meet the established standards of academic quality.

Program Structure

Total Credits:

51

Residency Requirements:

Ph.D. students must satisfy the doctoral residency requirement by satisfactory completion of at least 18 credits in no more than 24 consecutive months. When satisfying the residency requirement, all Ph.D. students are subject to the following restrictions:

- The doctoral residency requirement must be satisfied no later than the end of the semester in which the student completes his or her comprehensive examinations.
- Students must achieve a cumulative graduate grade-point average of at least 3.0 in all courses counted toward satisfying the residency requirement.

General Education Total Credits:

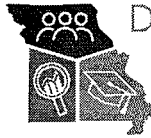
42

Major Requirements Total Credits:

42

Course(s) Added

COURSE NUMBER	CREDITS	COURSE TITLE
Econ 5699	12	Doctoral Dissertation
Econ 5501	3	Adv. Macroeconomics Analysis
Econ 5625	3	Colloquium in Econometrics
Ecn 5601	3	Colloquium in Adv. Macroeconomics
Econ 5688	3	Colloquium in Political Economy
Econ 5521	3	Mathematical Economics
Econ 5506	3	Adv. History of Economic Thought
Econ 5502	3	Adv. Microeconomics Analysis



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Econ 5551	3	Adv. Institutional Theory
Econ 5525	3	Econometric Methods
Econ 5602	3	Colloquium in Adv. Microeconomics

Free Elective Credits:

0

Internship or other Capstone Experience:

12 credit hours of dissertation required.

Assurances

I certify that the program is clearly within the institution's CBHE-approved mission. The proposed new program must be consistent with the institutional mission, as well as the principal planning priorities of the public institution, as set forth in the public institution's approved plan or plan update.

I certify that the program will be offered within the proposing institution's main campus or CBHE-approved off-site location.

I certify that the program will not unnecessarily duplicate an existing program of another Missouri institution in accordance with 6 CSR 10-4.010, subsection (9)(C) Submission of Academic Information, Data and New Programs.

I certify that the program will build upon existing programs and faculty expertise.

I certify that the program can be launched with minimal expense and falls within the institution's current operating budget.

I certify that the institution has conducted research on the feasibility of the proposal and it is likely the program will be successful. Institutions' decision to implement a program shall be based upon demand and/or need for the program in terms of meeting present and future needs of the locale, state, and nation based upon societal needs, and/or student needs.

Contact Information

First and Last Name: Zandra
Kent

Email: zlkhd4@umsystem.edu

Phone: 573-882-6756

New Degree Proposal

FULL PROPOSAL

Basic Program Information

Sponsoring University: University of Missouri-Kansas City

College or School: Humanities and Social Sciences

Department: Department of Economics

Proposed Program Title: PhD in Economics

Degree Level/Type: Doctoral Degree

Emphasis Areas: None

Program Modality: Fully in person

If online component: n/a

Program CIP Code¹: CIP 45.0601

Implementation: August 2024

Expected Date of First Graduation: May 2025

Proposal Author(s): Erik K. Olson, Associate Professor and Chair

Name, phone, and email of person primarily responsible for the proposal:

Erik K. Olsen PhD, Associate Professor and Chair, UMKC Department of Economics. 816-235-2837 - olsenek@umkc.edu

Individual(s) Responsible for Success of the Program:

Erik K. Olsen, Associate Professor and Chair, UMKC Department of Economics.

¹ A selection of CIP codes can be viewed on the National Center for Education Statistics website: <https://nces.ed.gov/ipeds/cipcode/browse.aspx?y=55>

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Executive Summary

UMKC currently offers a PhD in Interdisciplinary Studies under CIP code 30.0000 (Multi-/Interdisciplinary Studies, Other; Defined as “any instructional program multi/interdisciplinary studies not listed above,” National Center for Education Statistics). As part of a comprehensive strategy to improve academic and research excellence, inclusive of Carnegie R1 classification, UMKC seeks to close the current, catch-all interdisciplinary PhD and create eight (8) discipline-specific and more narrow interdisciplinary PhD programs from the over 20 primary disciplines within it.

This transition will allow for the following: Carnegie credit for degree conferrals across STEM, Social Science, and Humanities disciplines, improved research ranking and reputation as a discovery enterprise, advantage in recruiting high quality students and faculty, and enhanced clarity and validity with students and employers regarding the curricula offered as part of our doctoral degrees.

This proposal focuses on a new **Economics PhD** that can be delivered with existing courses, faculty, staff, student support services, assistantship funding, and other resources currently allocated to the economics primary discipline within the Interdisciplinary PhD.

The purpose of the PhD program in Economics is to prepare graduate students for careers as professional economists at the highest level. Currently, UMKC awards interdisciplinary doctoral degrees with a primary discipline in Economics. Graduates of this program are in very high demand for positions in business, finance, government, and academia.

Current co-discipline requirements range from 12 to 18 student credit hours and may include a separate comprehensive exam. Cumulatively this can add an additional year of study to degree completion. Economics doctoral students are overwhelmingly hired into positions requiring a terminal degree in the field, so eliminating the co-discipline requirement would not adversely affect them. Transitioning to a discipline-specific PhD program in Economics would increase our regional, national, and international research status, which would, in turn, improve recruitment, retention, and completion, benefiting students, the university, the region, and the state.

Curriculum:

The proposed PhD program in Economics mirrors the existing doctoral program, maintaining academic rigor through a balanced curriculum. This curriculum includes foundational courses, advanced coursework, research seminars, and a comprehensive doctoral dissertation, all drawn from the existing courses and resources of the doctoral program.

As with the current Interdisciplinary PhD, a minimum of 30 credit hours are required, including fundamental and advanced courses along with seminars. Additionally, a doctoral dissertation requires a minimum of 12 research credits.

1. Introduction

The PhD in Interdisciplinary Studies (30.0000) was launched in 1989. For many years it has provided UMKC students the opportunity to develop as scientists and scholars in their chosen field by combining two or more disciplines of study. The Interdisciplinary PhD at UMKC originally included 26 distinct disciplines, ranging from STEM to social sciences to the humanities. Despite its strength as a highly flexible doctoral degree, it limits our ability to attract highly competitive PhD students who want a narrower disciplinary focus, as well as prospective students who are seeking STEM certified doctoral education. Most recently, we have learned that the current Interdisciplinary PhD program is not recognized by Carnegie in their university classification system—a significant barrier in our progress toward becoming a Carnegie R1 institution.

To address these challenges, we aim to transition the current Interdisciplinary PhD program into eight (8) distinct PhD programs that will be attractive to students (evidenced by historical enrollment data) and that will be recognized by Carnegie. These include **Computer Science, Economics, Education, Engineering (Electrical and Computing; Civil; and Mechanical), Humanities, plus a multidisciplinary PhD in Natural Sciences**. These doctoral research programs were selected after extensive review and discussion with doctoral faculty across the university because they are the strongest historic enrollments, core faculty of active researchers, and greatest potential for ongoing success at UMKC. Together they promise to have a significant impact on our ranking as a research institution, and the workforce in the Kansas City and greater MO area through the research and post-graduate employment outcomes produced by the graduates.

This proposal focuses on the **PhD in Economics**.

Impact:

The impact of this broad degree transition, including the **PhD in Economics**, will be the following: Carnegie credit for degree conferrals across STEM, Social Science, and Humanities disciplines, improved research ranking and reputation as a discovery enterprise, advantage in recruiting high quality students and faculty, and enhanced clarity and validity with students and employers regarding the curricula offered as part of our doctoral degrees.

2. University Mission & Program Analysis

2.A. Alignment with University Mission & Goals

UMKC is an urban research university whose mission is to “promote learning through the discovery, preservation and dissemination of knowledge of public value across a broad spectrum of disciplines and fields of study” (UMKC 2023, Mission, Vision, Values).” The University also aspires “to be an exemplary public urban research university of the 21st Century.” A defining

feature of a research university is doctoral education. By giving us credit in the area of Social Sciences, this transition would significantly improve UMKC's ability to provide education at this level.

This program would also allow the School of Humanities and Social Sciences to fulfill its role as an integral part of the research mission of the university. The Department of Economics has been actively involved in the Interdisciplinary PhD program since its inception and sees the doctoral program as central to the mission of the department. The tremendous success of our graduate programs is a point of pride for the department and is integral to the planning for the future of the department.

2.B. Duplication & Collaboration within Campus, Across System

There is an existing doctoral program in economics in the UM System at the University of Missouri – Columbia. But, because of the vigorous demand for highly trained economists in industry, finance, government, and academia, a PhD program in economics at UMKC would enhance and augment economic development in the Kansas City metro and throughout Missouri, the region, and the nation. UMKC is the only research university in the Kansas City metropolitan area and plays a vital role in workforce development for the city and its surrounding area.

3. Business-Related Criteria & Justification

3.A. Market Analysis

3.A.1. Rationale & Workforce Demand for the Program

The Economics interdisciplinary PhD primary discipline has existed for over thirty years with consistently good enrollments. The Department typically limits incoming cohorts to 6-8 students. Since 2000 an average of four students per year have graduated from the existing doctoral program with a primary discipline in Economics, resulting in a completion rate of approximately 60%, which exceeds the national average for economics PhD programs. Applications averaged about 30 per year over the last decade, so the demand for this program is strong. With a more streamlined program, we anticipate slightly more graduates/year.

There is currently a shortage of doctoral-level economists in all employment areas. Missouri is the only state in the U.S. with two Federal Reserve Banks (Kansas City and St. Louis) and Kansas City is home to the USDA Economic Research Service, as well as many large financial, engineering, and technology firms. Our graduates are employed across all these areas.

The department frequently receives inquiries from employers seeking to recruit graduates from our existing interdisciplinary PhD program; transitioning to an Economics PhD program would allow us to increase the number of graduates and more effectively satisfy the demand for economists with the highest academic credential.

3.A.2. Student Demand for the Program

Student demand is evidenced by our previous five-year enrollment trends in the Economics primary discipline within the current UMKC interdisciplinary PhD program. The Economics primary discipline has ranged from 35-47 students/year with an average of 43.6 students/year; The proposed Economics PhD is estimated to have approximately 43 students/year. Pending approval, we will encourage current interdisciplinary PhD students to switch to the new degree program in Fall 24; those who want to complete their degree within the existing interdisciplinary PhD program will be allowed to do so. Admission to the existing interdisciplinary PhD program will be suspended in Fall 24 and program teach out will begin. This period of transition is reflected in the enrollment projections below.

Table 1a. Student Enrollment Projections (anticipated total number of students enrolled in the program during the first five fall semesters following implementation.)

Year:	1	2	3	4	5
Full-time	40	43	43	43	43
Part-time	0	0	0	0	0
Total	40	43	43	43	43

Table 1b. Projected Number of Degrees Awarded

Year:	1	2	3	4	5	6	7	8	9	10
# of Degrees Awarded	6	6	6	6	6	6	6	6	6	6

3.B. Financial Projections

Research-based doctoral education (i.e., PhD) differs in key ways from professional doctoral education (e.g., JD, MD, PharmD, DDS, etc.). These differences can be found in the curricular and academic experiences, size of the student cohorts, and relationship of the program to the University mission. As such, there are significant differences in the financial models between research-based and professional doctoral programs. Research-based doctoral programs (e.g., PhD), in contrast to professional doctoral programs (e.g., JD, MD, PharmD, etc.), generally accept a smaller cohort of new students each year and often offer full or partial financial support in the form of tuition waivers and graduate assistantships. PhD students, in turn, make significant contributions to faculty research through their work on research studies (e.g., data collection), dissemination of research findings (e.g., manuscript/monograph writing), and grant writing. PhD students also provide critical support to the educational mission of the University through mentorship and instruction of undergraduate students. In most instances, PhD programs are revenue neutral or have a financial cost that is offset by positive impact on University research productivity and support of undergraduate education.

In the sections that follow, we have estimated the costs and revenues associated with the PhD in Economics. *Notably, because we are using the same resources, the net revenue and financial impact of the PhD in Economics is the same as the Economics primary disciplines within the existing interdisciplinary PhD program.*

3.B.1. Additional Resources Needed

No new resources are needed, inclusive of instructional costs, assistantship funding, marketing, or other university overhead.

3.B.2. Revenue

Revenues are generated from tuition (net scholarship) and remain the same as the existing interdisciplinary PhD program.

3.B.3. Net Revenue

No new one-time expenses are needed because all resources exist within the current interdisciplinary PhD program. Similarly, recurring expenses are not new, and are estimated based on the current interdisciplinary PhD program. Existing recurring expenses and revenues will shift from the interdisciplinary PhD to the new PhD, with the majority of that shift happening in year 1, as most current students transfer to the new degree program.

Faculty salaries are estimated at .10 FTE (representing 25% of their overall teaching workload) for the current faculty who participate in teaching and mentorship within the interdisciplinary PhD. Notably, most courses are co-taught with advanced undergraduate and/or master's level students, thereby inflating the FTE specific to PhD students; this inflation is offset by the variable amount of time spent mentoring dissertations. Staff estimates represent staff support time within the academic unit. Institutional overhead includes library and all central campus enrollment management and student support staff. Other includes assistantship stipends and associated tuition remission.

Table 2. Financial Projections for Proposed Program for Years 1 Through 5.

	Year 1	Year 2	Year 3	Year 4	Year 5
1. Expenses per year					
A. One-time					
<i>New/Renovated Space</i>	0	0	0	0	0
<i>Equipment</i>	0	0	0	0	0
<i>Library</i>	0	0	0	0	0
<i>Consultants</i>	0	0	0	0	0
<i>Other</i>	0	0	0	0	0
Total one-time	0	0	0	0	0

B. Recurring					
<i>Faculty</i>	58081	58081	58081	58081	58081
<i>Staff</i>	5000	5000	5000	5000	5000
<i>Benefits</i>	22709	22709	22709	22709	22709
<i>Equipment</i>	0	0	0	0	0
<i>Library</i>	0	0	0	0	0
<i>Institutional Overhead</i>	13440	14448	14448	14448	14448
<i>Other</i>	290340	290340	290340	290340	290340
Total recurring	389570	390578	390578	390578	390578
Total expenses (A+B)	389570	390578	390578	390578	390578
2. Revenue per year					
<i>Tuition/Fees</i>	163968	172265	172265	172265	172265
<i>Institutional Resources</i>	0	0	0	0	0
<i>State Aid -- CBHE</i>	0	0	0	0	0
<i>State Aid -- Other</i>	0	0	0	0	0
Total revenue	163968	172265	172265	172265	172265
3. Net revenue (loss) per year	(225,602)	(218,313)	(218,313)	(218,313)	(218,313)

3.B.4. Academic and Financial Viability

There is no net difference in academic and financial viability between the existing Economics primary discipline within the interdisciplinary PhD and the new PhD in Economics. The enrollment projections described above will ensure we achieve a degree conferral threshold consistent with MDHE expectations, as well as advance our Carnegie ranking. There is a financial cost, consistent with doctoral education in general, and funds will be reallocated from the existing PhD program to the new PhD program so that we remain financially net neutral.

3.C. Business Plan: Marketing, Student Success, Transition & Exit Strategies

3.C.1. Marketing Plan

No new marketing is anticipated as part of the transition from the interdisciplinary PhD to a PhD in Economics. Applications are currently adequate for the existing program and would likely increase with the transition to a PhD in Economics.

3.C.2. Student Success Plan

No additional student support services will be needed to support or retain students in the PhD in Economics program. Current enrollment, retention and graduation trends for this program are on track with institution and national averages, and the program will continue to provide current levels of faculty and staff resources to support students through graduation.

3.C.3. Transition Plan

The person primarily responsible for the success of the PhD in Economics program is: Erik K. Olsen, Associate Professor and Chair, UMKC Department of Economics. Program leadership is supported by program faculty and the School of Graduate Studies staff.

3.C.4. Exit Strategy

If full-time enrollment in the PhD in Economics drops below 20 students, the School of Humanities and Social Sciences will evaluate a temporary hiatus or program closure, depending on the reason for the low enrollment (e.g., temporary funding challenge, market demand, etc.).

4. Institutional Capacity

There would be no additional cost associated with a transition from the current interdisciplinary PhD primary discipline in Economics to a PhD program. All required courses are currently being offered, and no additional faculty or staff lines are required. Existing student support services will continue to support the new program.

5. Program Characteristics

5.A. Program Outcomes

Program Goals

Students in the Ph.D. Program will acquire:

- grounding in the discipline
- the ability to integrate the principles and theories of the disciplines
- the ability to effectively communicate findings and approaches to solving research problems;
- research skills, such as approaches, methods, ethical principles, and tools to pursue a research line of inquiry;
- the ability to form effective teams to solve novel research questions

5.B. Program Design & Content

The course requirements for the Ph.D. program in Economics will remain similar with those of the previous Interdisciplinary PhD program, although a secondary/co-discipline is no longer required. No new resources will be required. The coursework requirements include:

- A minimum of 30 coursework hours and 12 dissertation hours in economics

5.C. Program Structure

5.C.1. Program Structure Form

1. **Total Credits Required for Graduation: 51**
2. **Residence requirements, if any:** Ph.D. students must satisfy the doctoral residency requirement by satisfactory completion of at least 18 credits in no more than 24 consecutive months. When satisfying the residency requirement, all Ph.D. students are subject to the following restrictions:
 - The doctoral residency requirement must be satisfied no later than the end of the semester in which the student completes his or her comprehensive examinations.
 - Students must achieve a cumulative graduate grade-point average of at least 3.0 in all courses counted toward satisfying the residency requirement.
3. **General education**
 - a. Total general education credits: *n/a*

Courses (specific course or distribution area and credit hours):

The course requirements for the Ph.D. program in Economics will remain consistent with those of the economics primary discipline within the Interdisciplinary PhD program; possible courses are listed below. No new resources will be required. The coursework requirements include:

Primary discipline coursework in Economics		
<ul style="list-style-type: none">• A minimum of 30 credit hours in coursework and 12 dissertation hours		
Course Number	Course Title	Credit Hours
Econ 5501	Adv. Macroeconomics Analysis	3
Econ 5502	Adv. Microeconomics Analysis	3
Econ 5506	Adv. History of Economic Thought	3
Econ 5521	Mathematical Economics	3
Econ 5525	Econometric Methods	3
Econ 5551	Adv. Institutional Theory	3

Econ 5601	Colloquium in Adv. Macroeconomics	3
Econ 5602	Colloquium in Adv. Microeconomics	3
Econ 5625	Colloquium in Econometrics	3
Econ 5688	Colloquium in Political Economy	3
Econ 5699	Doctoral Dissertation	12
	Total hours toward the degree:	42

1. Free elective credits

b. Total free elective credits: n/a.

4. Requirement for thesis, internship or other capstone experience:

12 credit hours of dissertation required.

5. Any unique features such as interdepartmental cooperation:

n/a.

5.D. Program Goals and Assessment

All UMKC programs are required to submit an annual summary of program assessment efforts (assessment plans, findings & discussions, and recommendations). The Economics Ph.D. program will maintain the established assessment protocol currently in place for all Interdisciplinary Ph.D. disciplines. The following outcomes have been identified:

1. Students will demonstrate a thorough degree of knowledge in the discipline.
2. Students will demonstrate an ability to use proper investigation techniques for the discipline.
3. Students will effectively use oral and written forms of communication to convey their ideas.

Applicable student learning outcomes will be assessed at the following program, academic milestones: 1) Comprehensive Exams; 2) Dissertation/Research Proposal; and 3) Dissertation Defense.

At the milestone of Dissertation Defense, program targets for student performance across all Student Learning Outcomes have been set to meet or exceed average ratings of 3.5 for all (100% of) students assessed. For example, one component of students' ability to use proper investigation techniques will be evaluated by the following rubric and rating scale:

Superior (4)	Good (3)	Acceptable (2)	Unacceptable (1)	Cannot Judge
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Cutting edge methodology or novel application of existing method	Incremental advance in application of methodology and careful plan for execution of research	Conventional use of methodology and adequate plan for execution of research	Inappropriate use of method; use of method that cannot adequately address research question	Outside area of expertise
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5.E. Student Preparation

The minimum criteria for admission to the UMKC graduate school can be found via the [UMKC catalog](#).

Economics Program Admission Requirements

1. A score of at least 154 in verbal reasoning, a score of at least 154 in quantitative reasoning and at least a 4.0 on the analytical portions of the general Graduate Record Examination.
2. A grade-point average of at least 3.0 (on a 4.0 scale) covering all college work taken prior to the bachelor's degree, or a grade-point average of at least 3.0 (on a 4.0 scale) covering all post-baccalaureate work completed to date.
3. Recommendations for provisional or full admission by the doctoral faculty
4. Applicants must have at least 18 undergraduate semester credit hours in economics, including intermediate microeconomics and macroeconomics and a course in elementary statistics. In addition, it is strongly recommended that applicants have some of the following courses: econometrics, mathematical economics, history of economic thought, heterodox economics, economic history, calculus and linear algebra. Students with fewer than 18 credit hours will be admitted only on a provisional status.
5. Applicants who wish to transfer to the UMKC Ph.D. program in Economics from other institutions must have obtained a grade-point average of at least 3.0 covering all their graduate work. Transfer students must apply for transfer credits toward the Ph.D. as soon as possible after completion of a minimum of 12 credits at UMKC with a grade-point average of 3.0 or better. Up to 30 transfer credit hours may be granted. No transfer credit will be granted for any courses not relevant to the Ph.D. in Economics or for any course with a GPA of less than 3.0.

5.F. Faculty and Administration

The faculty and administration primarily responsible for the success of this program are: Erik K. Olsen, Associate Professor and Chair, UMKC Department of Economics.

All faculty with teaching responsibilities in the PhD, Economics program will have a terminal degree, PhD or professional doctoral degree (MD, EdD). Full time faculty will teach 100% of coursework/credit hours in the program. Faculty teaching in the program will be expected to

engage in professional activities and teaching/learning innovation activities including research, and participation and presentations at professional organizations and societies. Faculty will also be expected to mentor and advise students while enrolled in the program and while engaging in independent research.

5.G. Alumni and Employer Survey

The UMKC Alumni Affairs Office, and External Relations team engage with UMKC alumni and the community through several opportunities designed to maintain connections, gather feedback, provide engagement opportunities, and create an environment of continuous improvement.

Graduating students are surveyed through an exit survey at the point of graduation and followed up with at 6-months post degree conferral if the student was still seeking employment at graduation or did not respond to the initial survey request. Alumni affairs and external relations provides opportunities for alumni to participate in student research competitions such as the Three Minute Thesis. Alumni are also engaged through on campus events, opportunities to serve on boards, volunteer, and nominate and receive alumni awards.

5.H. Program Accreditation

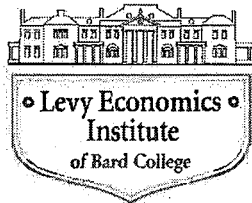
The proposed PhD program in Economics at UMKC falls under the purview of the university's institutional accreditation. The university is accredited by the Higher Learning Commission, one of the regional accrediting bodies recognized by the U.S. Department of Education, which ensures that the institution and all its programs, including the proposed PhD program, meet the established standards of academic quality.

6. Appendices

- Letters of support
 - Dimitri Papadimitriou; President, Levy Economics Institute
 - Gary Dymski; President, Association for Evolutionary Economics
 - Karol Gil Vasquez; AFIT- President, Associate Professor of Economics, Nichols College
 - Darrick Hamilton; President- On behalf of the executive council of the association for social economics
 - Tamara Falicov; Dean, School of Humanities and Social Sciences- UMKC
 - Angelino Viceisza; NEA President, Professor of Economics- Spelman College
 - Geoffrey Schneider; Executive Director of ICAPE, Presidential Professor of Economics- Bucknell University
 - Barbara Hopkins; Professor of Economics, Wright State University
 - Jennifer Lundgren; Provost and Executive Vice Chancellor- UMKC
 - Stephen John Dilkes; Associate Dean, School of Graduate Studies- UMKC

**Letters of Support for
the PhD Program in
Economics**

Dimitri B. Papadimitriou
President



September 25, 2023

University of Missouri Board of Curators
316 University Hall
Columbia, Missouri 65211
Email: boardofcurators@umsystem.edu

RE: Letter of support for stand-alone Economics doctoral degree at UMKC.

Dear Curators of the University of Missouri,

On behalf of the **Levy Economics Institute of Bard College**, I am pleased to write in support of the effort to transition the interdisciplinary doctoral program (IPhD) in Economics at the University of Missouri-Kansas City (UMKC) to a stand-alone economics PhD.

The UMKC Department of Economics is well-known as a center for innovative thinking and policy proposals, and for its successful doctoral program. In recent decades, many faculty and students from the department have been research scholars of the Levy Economics Institute significantly contributing to its research, publication and outreach public programs. Economics doctoral students from UMKC have a reputation for being broadly trained and familiar with a variety of different schools of economic thought, and many have been visiting Assistant Professors at Bard College. The transition to a stand-alone PhD program will encourage many of the Levy Institute's graduating MA and MS students to pursue the economics PhD at UMKC. Furthermore, the stand-alone PhD will not only preserve an important and distinctive feature of the existing program, but also enhance the competitiveness with other universities' existing economics PhD programs.

UMKC should be commended for embracing interdisciplinarity, but an interdisciplinary PhD is unusual in academia. Graduates of the stand-alone PhD program will see their academic career opportunities enhanced especially given the distinction of UMKC faculty.

In short, even though the Levy Economics Institute supports the pluralistic and interdisciplinary training of economists, the preferred way is through the conventional structure of the doctoral degree. The transition to a stand-alone economics doctoral degree program that maintains the current commitment to interdisciplinarity and pluralism would be advantageous for degree recipients, for UMKC, and for the discipline of economics.

I encourage you to approve this new degree program. Please do not hesitate to contact me if I can provide additional information.

Sincerely,

Dimitri Papadimitriou
President, Levy Economics Institute
Jerome Levy Professor of Economics, Bard College

Leeds University Business School

Maurice Keyworth Building
University of Leeds
Leeds LS2 9JT UK
www.leeds.ac.uk/lubs



UNIVERSITY OF LEEDS

September 29, 2023

University of Missouri Board of Curators
316 University Hall
Columbia, Missouri 65211
Email: boardofcurators@umsystem.edu

RE: Letter of support for a stand-alone Economics doctoral degree at UMKC

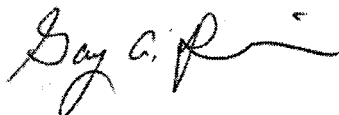
Dear Curators of the University of Missouri,

I am writing in my capacity as President of the Association for Evolutionary Economics (AFEE) in support of the proposal to transition the interdisciplinary doctoral program (IPhD) in Economics at the University of Missouri-Kansas City (UMKC) to a stand-alone economics PhD.

The UMKC Department of Economics has earned a national and international reputation for excellence in economics, and in particular for its successful doctoral program. UMKC faculty members and former doctoral students from this program have held leadership positions in AFEE and participated vigorously in the organization's activities. Economics doctoral students from UMKC also regularly participate in our annual conference. UMKC economists, faculty and students alike, have established the department's reputation for producing well-trained economists who are pluralistic in outlook and focused on economic policy issues. This sustained success of the UMKC program is of special importance to our organization, which builds on the 'original institutionalist' approach to economic theory and policy: for UMKC has historically been, as it remains today, an important hub of institutionalist economics. These defining features of UMKC's program will certainly continue after its transitions to a stand-alone Ph.D,

UMKC's embrace of interdisciplinarity is laudable and should be preserved. However, the current requirements of UMKC's doctoral program, which requires UMKC doctoral students to complete the standard requirements for a doctoral degree in economics as well as master's level coursework in another discipline, can put these degree holders at a competitive disadvantage in the academic job market. Degree recipients would benefit by being awarded the doctoral degree in economics while demonstrating interdisciplinarity in the body of their work. Establishing the proposed economics doctoral degree program would permit that to occur.

Writing as President of AFEE, I stand in support of the establishment of a stand-alone economics doctoral degree program at UMKC that maintains the current commitment to interdisciplinarity. Permitting UMKC's transition to a stand-alone economics Ph.D. program would – in light of the UMKC Department of Economics' record of excellence in training doctoral students – benefit its degree recipients, UMKC, and the discipline of economics as a whole.



Gary Dymski

President, Association for Evolutionary Economics

Professor of Economics, Leeds University Business School
Leadership Chair, University of Leeds



Association for Institutional Thought

University of Missouri Board of Curators
316 University Hall
Columbia, Missouri 65211
Email: boardofcurators@umsystem.edu

RE: Letter of support for stand-alone Economics doctoral degree at UMKC.

September 28, 2023

Dear Curators of the University of Missouri,

I am writing on behalf of the Association for Institutional Thought (AFIT) in support of making the Interdisciplinary Doctoral Program (iPh.D.) in Economics at the University of Missouri-Kansas City (UMKC) a stand-alone Ph.D. program. We are a professional association with a membership of over one hundred academics and practitioners in economics, law, sociology, political science, anthropology, and related fields. As I will elaborate below, the iPh.D. program in economics at UMKC is well-regarded for its emphasis on pluralism and interdisciplinarity, but a stand-alone Ph.D. program would be advantageous to both doctoral students and the University without threatening the program strong.

The Economics Department at UMKC is internationally renowned for its innovative and pluralistic approach to economics. Our association has benefited from both research and service contributions from students and faculty from this department for decades. Consider, as just one indication of the quality of the iPh.D. program there, the following: AFIT offers a yearly competition for the highest quality student papers submitted to and presented at the annual meetings of the World Social Science Association. Of the last twelve winning papers for this contest, four came from doctoral students in UMKC's Economics Department.¹

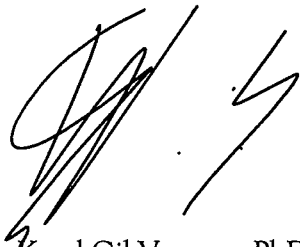
We applaud UMKC for promoting a doctoral program that trains its students in multiple perspectives, both within economics and across disciplines. We understand that a transition away from an interdisciplinary Ph.D. structure to a stand-alone Ph.D. may suggest a movement away from the cross-disciplinary component that has been part the of program's success; however, we do not believe this would be the ultimate outcome. The faculty in the Department of Economics, as well as the pluralistic nature of the doctoral program's design, will continue to allow for the multiple perspectives, methods, and so on that have been primary strengths of the current program.

While the proposed transition would not diminish the quality of the education doctoral students receive in the program, the award of a Ph.D. specifically in economics would significantly advantage them. This is one of the more prestigious degrees awarded in academia, and, indeed, having a program awarding such a degree would not only be to the benefit of students but also to the University.

¹ Winners of recent years' competitions are recognized at <https://www.institutionalthought.org/student-paper-competition>

The Association for Institutional Thought is grateful for the contributions faculty and doctoral students from UMKC's Department of Economics have made over the years. The emphasis on multiple schools of economic thought and interdisciplinarity has helped the Department's doctoral students thrive academically in our organization and elsewhere, and we know that this will continue to be the case after a transition to a stand-alone Ph.D. program. This transition would, moreover, be to the advantage of current students as well as the University. On behalf of AFIT's board of governance, I would like to encourage you to approve this transition. If you are interested in any further information, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read 'K. Vasquez', with a stylized flourish at the end.

Karol Gil Vasquez, PhD.
AFIT - President
Associate Professor of Economics
Nichols College
Lecturer - Boston University
Email: karilyva@bu.edu



ASE THE ASSOCIATION FOR SOCIAL ECONOMICS

LEADERSHIP 2023

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October 2, 2023

University of Missouri Board of Curators
316 University Hall
Columbia, Missouri 65211
Email: boardofcurators@umsystem.edu

RE: Letter of support for stand-alone Economics doctoral degree at UMKC.

Dear Curators of the University of Missouri,

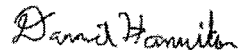
On behalf of **The Association of Social Economics**, I am pleased to write in support of the effort to transition the interdisciplinary doctoral program (IPhD) in Economics at the University of Missouri-Kansas City (UMKC) to a stand-alone economics PhD.

The UMKC Department of Economics is one of only a handful of PhD programs that provide training in economics that is pluralist. Its innovative thinking and policy proposals have had a substantial impact. Economics doctoral students from UMKC have a reputation for being broadly trained and familiar with a variety of different schools of economic thought. This is something that has helped make the existing program successful, and I understand it will continue to be one of the distinctive features of economics training at UMKC after the transition to a stand-alone Ph.D. This will preserve an important and distinctive feature of the existing program.

UMKC should be commended for embraced interdisciplinarity, but an interdisciplinary PhD is unusual in academia. Interdisciplinarity is typically achieved within conventional doctoral programs, rather than through an interdisciplinary doctorate. While UMKC Economics produces excellent economists, the economics doctoral degree is one of the most prestigious in academia and graduates of the UMKC program would benefit from this prestige.

In short, the Board of Trustees of the Association for Social Economics has voted to endorse the transition from an interdisciplinary doctoral program to a stand-alone economics PhD. We support the pluralistic and interdisciplinary training of economists. But the preferred way to do this is through the conventional structure of the doctoral degree rather than through an interdisciplinary doctoral degree. The transition to a stand-alone economics doctoral degree program that maintains the current commitment to interdisciplinarity and pluralism would be advantageous for degree recipients, for UMKC, and for the discipline of economics. I encourage you to approve this new degree program. Please do not hesitate to contact me if I can provide additional information.

Sincerely,

A handwritten signature in cursive script that reads "Darrick Hamilton".

Darrick Hamilton, PhD
President
On Behalf of the Executive Council of the Association for Social Economics



School of Humanities and Social Sciences

Office of the Dean

October 4, 2023

University of Missouri Board of Curators
316 University Hall
Columbia, Missouri 65211
Email: boardofcurators@umsystem.edu

Dear Curators of the University of Missouri,

I am writing to express my strong support for the proposed Economics PhD. The primary rationale for this change is to ensure that we receive appropriate credit for the PhDs we produce. Under the current Interdisciplinary Doctoral Program, all UMKC IPhDs are categorized as “general” in national research classifications. Transitioning to a standalone Economics PhD program means that we will receive research credit in Social Sciences for our graduates. In short, the change would capture the doctoral research UMKC is already doing, improving our research ranking without the need for any additional resources. Furthermore, as consultants from the National Council of Graduate Schools observed in a comprehensive analysis of our current IPhD program in November 2021, the “Interdisciplinary” title is confusing to students, employers, and grant-issuing bodies, and the co-discipline requirement can add an additional year of study for IPhD students with a primary discipline of Economics. We anticipate that the transition to a standalone Economics PhD will improve recruitment, retention, and completion rates, which will benefit both students and the businesses, organizations, and agencies in need of trained economists.

The proposed curriculum of the standalone Economics PhD is unchanged from the current requirements of the primary discipline in Economics for the IPhD program: a minimum of 30 classroom credits, including fundamental and advanced courses along with seminars, plus a minimum of 12 research credits for the doctoral dissertation. There is currently a shortage of doctoral-level economists in all employment areas. The department frequently receives inquiries from employers seeking to recruit graduates from our existing IPhD program. The streamlined standalone Economics PhD program would help the department meet the demand for highly trained economists, without compromising the rigorous education that our students receive.

While there is an existing doctoral program in Economics in the UM System at the University of Missouri-Columbia, the vigorous demand for highly trained economists in industry, finance, government, and academia means that neither I nor Dr. Drury, Dean of the College of Arts and Sciences at MU, have any concerns about competition. The departments are also different; the UMKC Economics Department focuses on urban applications and workforce development appropriate to the Kansas City metropolitan area.

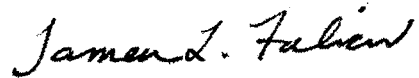
UNIVERSITY OF MISSOURI-KANSAS CITY

Scofield Hall, Room 302 | 711 E. 51st St. | Kansas City, MO 64110
o: 816-235-1136 | shss@umkc.edu | shss.umkc.edu

UMKC is the only research university in the KC metropolitan area, and we are proud of the tremendous impact that our Economics graduates have had on our city and region.

I am confident that transitioning to a standalone Economics PhD will benefit our students, our institution, and the communities we serve, and I am committed to making the standalone PhD programs in the School of Humanities and Social Sciences a success. Please do not hesitate to contact me if I can provide additional information.

Sincerely,

A handwritten signature in black ink that reads "Tamara L. Falicov". The signature is written in a cursive style with a prominent initial "T".

Tamara L. Falicov, PhD
Dean, School of Humanities and Social Sciences
Professor, Media, Art and Design/Race, Ethnic and Gender Studies
University of Missouri-Kansas City



September 27, 2023

University of Missouri Board of Curators
316 University Hall
Columbia, Missouri 65211
Email: boardofcurators@umsystem.edu

RE: Letter of support for stand-alone Economics doctoral degree at UMKC

Dear Curators of the University of Missouri,

I write on behalf of the National Economic Association (NEA) in support of the proposal to transition the interdisciplinary doctoral program (IPhD) in Economics at the University of Missouri-Kansas City (UMKC) to a stand-alone economics Ph.D.

The UMKC Department of Economics has a national and international reputation for excellence in economics, and for its successful doctoral program. Faculty from UMKC Economics have held leadership positions in the NEA or otherwise contributed to the organization. Economics doctoral students from UMKC also regularly participate in our annual conference. They bring a reputation for being well-trained economists who are pluralistic in outlook. This helps make the existing graduate program successful, and I expect this will continue to be one of the distinctive features of economics training at UMKC after the transition to a stand-alone Ph.D. This will preserve an important and distinctive feature of the existing program.

UMKC's embrace of interdisciplinarity is laudable and innovative. However, an interdisciplinary PhD is not common in economics, and this can put these degree holders at a competitive disadvantage on the academic job market in economics. UMKC doctoral students presently complete the standard requirements for a doctoral degree in economics as well as master's level coursework in another discipline. Degree recipients would benefit by being awarded the doctoral degree in economics while demonstrating their interdisciplinarity in their work. Establishing the proposed economics doctoral degree program would allow that to occur.

On behalf of the NEA, I support the establishment of a stand-alone economics doctoral degree program at UMKC that maintains the current commitment to interdisciplinarity. The UMKC Department of Economics currently does an excellent job of training doctoral students and the transition to a stand-alone economics Ph.D. program would benefit the degree recipients, UMKC, and the discipline of economics.

If there are any questions, please do not hesitate to contact me at aviceisz@spelman.edu.

Sincerely,

A handwritten signature in black ink, appearing to be 'AV', written over a light gray diagonal line.

Angelino Viceisza, Ph.D.
NEA President, 2023-24
<https://neaecon.org>

Full Professor of Economics, Spelman College
Research Associate, National Bureau of Economic Research



Bucknell
UNIVERSITY

Department of Economics
Bucknell University
Lewisburg, Pennsylvania 17837

Phone: 570-577-1666
Fax: 570-577-3451

September 28, 2023

University of Missouri Board of Curators
316 University Hall
Columbia, Missouri 65211
Email: boardofcurators@umsystem.edu

RE: Letter of support for stand-alone Economics doctoral degree at UMKC.

Dear Curators of the University of Missouri,

As Executive Director of the International Confederation of Associations for Pluralism in Economics (ICAPE), I am pleased to write in support of the proposal to transition from the interdisciplinary doctoral program (IPhD) in Economics at the University of Missouri-Kansas City (UMKC) to a stand-alone economics PhD.

The UMKC Department of Economics has a national and international reputation for excellence in economics, and for its successful doctoral program. Several faculty members from UMKC Economics have held leadership positions in ICAPE or otherwise contributed significantly to the organization. Economics doctoral students from UMKC also regularly participate in our annual conference. They bring a reputation for being well-trained economists and pluralistic in outlook. This helps make the existing graduate program successful, and I expect this will continue to be one of the distinctive features of economics training at UMKC after the transition to a stand-alone Ph.D. This will preserve an important and distinctive feature of the existing program.

UMKC's embrace of interdisciplinarity is laudable and innovative. However, an interdisciplinary PhD is not common in academia, and this can put these degree holders at a significant competitive disadvantage on the academic job market. Degree recipients would benefit from being awarded the doctoral degree in economics while demonstrating their interdisciplinarity and pluralistic perspective in their work. Establishing the proposed economics doctoral degree program would allow that to occur. This would preserve the strengths of the existing program, while eliminating some of the barriers to success that an interdisciplinary PhD program creates in economics.

On behalf of ICAPE, I am happy to support the establishment of a stand-alone economics doctoral degree program at UMKC that maintains the current commitment to interdisciplinarity and pluralism. The UMKC Department of Economics currently does an excellent job of training doctoral students, and the transition to a stand-alone economics Ph.D. program would strengthen the program, benefitting the degree recipients, UMKC, and the discipline of economics.

Sincerely,

Geoffrey E. Schneider

Executive Director of ICAPE, Presidential Professor of Economics at Bucknell University



RAJ SOIN
College of Business

Department of Economics
3640 Colonel Glenn Hwy.
Dayton, OH 45435-0001
(937) 775-3070
FAX (937) 775-2441

October 4, 2023

University of Missouri Board of Curators
316 University Hall
Columbia, Missouri 65211
Email: boardofcurators@umsystem.edu

RE: Letter of support for stand-alone Economics doctoral degree at UMKC.

Dear Curators of the University of Missouri,

I am pleased to write in support of the effort to transition the interdisciplinary doctoral program (iPhD) in Economics at the University of Missouri-Kansas City (UMKC) to a stand-alone economics PhD. I am the member of the board in three different organizations in economics all of which support pluralism in economics. I am a past president of the Association for Institutional Thought. I am on the board of the Association for Evolutionary Economics and I am the President-Elect of the Association for Social Economics.

The iPhD program offered by the UMKC Department of Economics is rare in that the curriculum embraces pluralism, offering education in many different schools of thought within economics. Our economics department has been fortunate to have hired one of their graduates and encourage our students interested in doctoral study of economics to attend UMKC. The commitment to pluralism has helped make the existing program successful, and I understand it will continue to be one of the distinctive features of economics training at UMKC after the transition to a stand-alone Ph.D. This will preserve an important and distinctive feature of the existing program.

UMKC's interdisciplinarity contributed a lot of value to economics education, but in the current academic market the innovation and openness of UMKC's brand of economics PhD is better served with a stand-alone program.

In short, the transition to a stand-alone economics doctoral degree program that maintains the current commitment to interdisciplinarity and pluralism would be advantageous for degree recipients, for UMKC, and for the discipline of economics. I encourage you to approve this new degree program. Please do not hesitate to contact me if I can provide additional information.

Sincerely,

Barbara E. Hopkins, Professor of Economics
Barbara.Hopkins@wright.edu



Office of the Provost and Executive Vice Chancellor

October 5, 2023

Dear University of Missouri Board of Curators-

UMKC aims to achieve Carnegie R1 classification in the next 5-7 years. A critical action step toward this goal is to appropriately classify our research-based doctoral program CIP codes so that they are recognized in the Carnegie classification system. With this goal in mind, I am in full support of the transition of the PhD program in interdisciplinary studies (iPhD; not currently recognized by Carnegie) into eight independent PhD programs that are recognized in the Carnegie classification system. In addition to the critical role these programs will play in our degree program conferral data, this transition aligns with our strategic plan goals of: exceptional student learning, success, and experience (pillar one), helping UMKC become a thriving discovery enterprise (pillar two), transforming our community and region with impactful engagement (pillar three), and preparing students for the global workforce (pillar four). The program transition has been fully considered and planned by the faculty and leadership of UMKC, and is supported by the appropriate curricula, staffing, and market demand.

The **curricula** for the eight PhD programs will remain largely unchanged and is reviewed in detail on a program-by-program basis in the proposal. No additional instructional, student support, library, or assistantship resources will be necessary for this transition to be successful. Students will continue to be supported by existing faculty, staff, and student support structures on campus, and we will transition as many students as possible into the new degree programs by Fall 2024 to maximize doctoral degree conferrals in the coming years. Notably, students who do not want to transition will have the opportunity to remain in the iPhD program through degree completion; if our doctoral program proposal is approved, no new students will be admitted to the iPhD in the future and the program will be closed.

The **market demand** for each of these programs is currently strong, and we anticipate the transition will only enhance it. The 8 programs included in our proposal have the highest rates of student interest, graduation, employment, and long-term research synergy potential at UMKC. While we anticipate demand for each program to remain stable in the short term, the renaming of these programs is likely to have an immediate impact on our national and regional reputation as a

UMKC Doctor of Philosophy Program Letter of Support

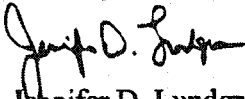
Page 2

October 5, 2023

research institution. Although we will keep our enrollments stable in the early years of this transition, faculty will be expected to increase assistantship funding through externally funded grants, thereby allowing us to increase student enrollment while also supporting our campus research goals.

I'm happy to answer any questions about this overall doctoral program transition or the individual programs included in it.

Best regards,



Jennifer D. Lundgren, PhD

Provost and Executive Vice Chancellor



School of Graduate Studies

October 5, 2023

Dear Members of the Board of Curators,

The Graduate Council at UMKC has voted to express its full support for the proposed transition from our current Interdisciplinary Ph D program to PhD's in the areas of Computer Science, Economics, Education, Engineering, Humanities, and Natural Sciences.

We are convinced that this transition would elevate the university's research status by giving us credit for doctoral research in the areas of STEM, Humanities, and Social Sciences. While we would be using new CIP codes and titles, these doctoral degrees can be delivered with existing faculty, courses, and administrative staff. The required courses for the newly titled and coded doctorates are unchanged from those required in the current Interdisciplinary PhD program, except that the secondary disciplines now only require nine hours of courses (under the current system, the "co-discipline" sometimes requires as many as fifteen hours of coursework). This promises to improve completion rates.

This change of codes and titles will better reflect the specialized research and academic focus within these designated areas, which can significantly contribute to elevating the university's research profile. This has the potential to increase funding opportunities from federal agencies, private organizations, and philanthropic sources. With focused academic programs, we can tailor our research proposals to meet the specific needs and priorities of these funding agencies, ultimately increasing our chances of securing research grants and contracts.

We strongly believe that these more narrowly focused doctoral programs will elevate our research reputation, improving our university's standing as a discovery enterprise, attracting a higher caliber of faculty and students, enhancing our regional, national, and international appeal as a go-to institution for advanced research and education.

In sum, because the proposed transition aligns with our university's long-term goals and aspirations, potentially giving us greater research prominence, increased funding, and a more dynamic academic environment that will advance the mission and reputation of UMKC and the entire UM-System, we request the Board of Curators to approve this proposal.

Thanks for your consideration.

Stephen Dilks

Stephen John Dilks,
Associate Dean, School of Graduate Studies
Chair, UMKC Graduate Council.