

BOARD OF HIGHER EDUCATION
REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Academic Affairs

NO.: AAC 11-38

COMMITTEE DATE: May 31, 2011

BOARD DATE: June 7, 2011

APPLICATION OF UNIVERSITY OF MASSACHUSETTS LOWELL TO AWARD THE BACHELOR OF ARTS IN PEACE AND CONFLICT STUDIES

MOVED: The Board of Higher Education hereby approves the application of **University of Massachusetts Lowell** to award the **Bachelor of Arts in Peace and Conflict Studies**.

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: Dr. Francesca Purcell, Associate Commissioner for Academic and P-16 Policy

BOARD OF HIGHER EDUCATION

University of Massachusetts Lowell

INTENT AND MISSION

Intent

The University of Massachusetts Lowell (UML) filed an expedited application to offer the Bachelor of Arts in Peace and Conflict Studies. Peace and Conflict Studies is an interdisciplinary field that draws from a variety of disciplines to answer key questions of the causes, sustaining conditions, and resolution possibilities of conflict to prepare students for global citizenship. The proposed Bachelor of Arts in Peace and Conflict Studies program will have core and elective courses in disciplines such as criminal justice, economics, education, history, philosophy, political science, psychology, and sociology. Since international partnerships are an important component of the Peace and Conflict Studies program, students will have opportunities to study at a partner university and earn credit towards the degree. Currently, partnerships have been established with universities in countries such as China, Egypt, India, Israel, Northern Ireland, South Africa, and Turkey.

In October 2009, Chancellor Meehan signed a memorandum of understanding with the University of Haifa, Israel to jointly create programs in Peace and Conflict Studies. Chancellor Meehan signed similar collaboration agreements with Queen's University, Belfast (March 2009) and Dublin City University (July 2010). UMass Lowell Students will have the opportunity to study at Queen's Center for the Study of Ethnic Conflict or Dublin City University's program in International Security and Conflict Studies. In the spring of 2010, Provost Ahmed Abdelal led a delegation to University of Cairo and a future partnership may include cooperation in Peace and Conflict Studies. A delegation from UMass Lowell visited Southeast Asia, including Cambodia, in January 2011.

As a result of these efforts, a wide range of practicum experiences with NGOs both national and international will be available for students to apply, integrate, and evaluate the information and skills acquired in the academic course work and to gain new understandings and competencies while contributing to a field setting. These kinds of partnerships will also enable collaboration on projects dealing with restorative and transitional justice, trauma and healing, and development. In addition, students from universities in Cambodia may be interested in becoming international exchange students at UMass Lowell.

The proposed program has been approved by the University's internal governance procedures and was approved by the University of Massachusetts Board of Trustees on February 23, 2011. The letter of intent was circulated on March 1, 2011. No responses were received.

Mission

The UMass Lowell 2020 Vision serves as the University's next-generation strategic plan, providing a blueprint for how the campus will achieve national and international recognition as a world-class institution over the next decade. Three of the central recommendations from the Undergraduate and International Committees are for new programs to be interdisciplinary, international, and experiential.

NEED AND DEMAND

In the past five years, peace and conflict resolution programming has become an increasingly important component of assistance work funded by various U.S. government agencies, intergovernmental organizations, foundations and individual donors. The trend appears likely to continue into the future. In a survey by the Alliance for Conflict Transformation, 55% of organizations in the field of conflict resolution expected the number of employee positions to increase in the next 5 years. Only 2% of organizations expected a decrease in positions.¹ The Alliance for Conflict Transformation report concludes, “Overall there is a trend for an increasing number of conflict-related positions, particularly those that integrate some other skill set and sector.” One senior academic/practitioner commented that conflict resolution work: “...is becoming more integrated into all sectors” and “there is a lot of growth in the job market.”

Jobs in conflict resolution are rewarding long-term career paths. These are not jobs that can be easily outsourced and the problems requiring professionals in the field of Peace and Conflict Studies will not be disappearing at any point in the near future. Table 1 represents salaries for staff with degrees in Peace and Conflict Studies who are working in the field:²

Table 1. Salaries for Peace and Conflict Professionals

Type of Employer	Entry-level (B.A.)	Entry-Level (M.A.)	Mid-Level	Senior-Level
Years of Experience	1-2	1-2	4-6	8+
Non-Profit	\$25,000-\$34,000	\$32,000-\$42,000	\$35,000-\$60,000	\$55,000+
Consulting and For-Profit	\$30,000-\$40,000	\$35,000-\$45,000	\$45,000-\$75,000	\$70,000-\$110,000+
Government	\$30,000-\$35,000	\$33,000-\$45,000	\$40,000-\$75,000	\$60,000-\$100,000
Education	\$30,000-\$35,000	\$32,000-\$40,000	\$40,000-\$60,000	\$60,000+

Below is an overview of select Peace Studies programs in and outside the region that may be viewed as similar to the proposed B.A. in Peace and Conflict Studies. From a handful of programs in the early 1980s, there are now over 125 Peace and Conflict Studies programs in the United States.

Notre Dame (Private, Out of State) The Notre Dame program in International Peace Studies is indicative of the growing student interest in the field. Enrollment in the B.A. in Peace and Conflict Studies grew from 56 students in 2004-2005 to 120 students in 2007-2008. This increase resulted from word-of-mouth among Notre Dame students as no marketing was done to the student body. Further evidence of student demand is

¹ Zelizer, Craig. “Skills, Networks, and Knowledge: Developing a Career in International Peace and Conflict Resolution.” Alliance for Conflict Transformation, 2005.

² *ibid*

demonstrated by the 52 colleges and universities that applied to the 2010 Notre Dame Summer Institute in order to develop their Peace Studies program.

Tufts University (Private) offers a B.A. and undergraduate certificate in Peace and Justice Studies. The program provides an interdisciplinary structure for examining the obstacles, conditions, and paths to achieving a just global peace. There is strong student interest in the Peace and Justice Studies B.A. at Tufts University.³ Every year, around 100 of the students in the entering class select Peace and Justice Studies as a major of interest. Tufts offers two introductory courses, one each semester, and the combined enrollments are approximately 125 per year. Roughly fifteen students graduate each year with a B.A. in Peace and Justice Studies. According to the Dale Bryan, Director of the Peace and Justice Studies Program at Tufts, many students who initially express interest in Peace and Justice Studies decide to major in International Relations. The program expects to grow to 20 majors a year and 150-200 students in the introductory course. Furthermore, the program's influence on an ever wider number of students who then pursue peace and justice issues in other disciplines or interdisciplinary areas is continuing to rise and have significance. As UMass Lowell does not have a B.A. in International Relations, it is expected that a higher percentage of students who have taken the introductory course, and are interested in international issues of peace and conflict, will decide to major in Peace and Conflict Studies.

Salem State University (Public) offers a Bachelors of Liberal Studies (BLS) in Peace and Intercultural Relations Concentration, in addition to an undergraduate minor in Peace Studies. The BLS is concerned with the issues of peace, sources of intercultural conflict, their resolution, and social justice. Salem State University started its Peace and Intercultural Relations degree (Bachelor of Liberal Studies) in 2001. Over the past few years, the introductory and intermediate core courses have been at capacity and there are 36 students in the major as of July 2010. According to Dr. Greg Carroll, director of the program, students are particularly attracted to Peace and Intercultural Relations because of the opportunity it presents for international experiences.

While there are a number of similarities among the programs, the proposed UML program will offer several distinctions:

- Plus One BA to MA
UMass Lowell will become the only university in New England to offer a 5-year BA to MA in Peace and Conflict Studies. The Plus-One program will attract students who are serious about beginning a career in the field and differentiate UMass Lowell's BA from the related programs in the area.
- International Partnerships
The international partnerships established by the university will provide students opportunities to study abroad and participate in practicum in partner universities around the world. In addition, students at UMass Lowell will benefit from interacting with exchange students from the partner universities. Partnerships

³ The Peace and Justice Studies B.A. at Tufts University is similar to the envisioned B.A. at UMass Lowell. As mentioned previously, within the field of Peace Studies, "peace" is understood not just as the absence of war but as the presence of necessary conditions for peace. Justice is often understood to be one of those conditions and Tufts has chosen to make that clear with its program's title.

have been established in countries such as China, Egypt, India, Israel, Northern Ireland, South Africa, and Turkey.

- Field Experience
Undergraduate students will be able to earn academic credit for working in a local or international internship in the field of Peace and Conflict Studies. Students will apply their education to their field experience and learn important new skills. UMass Lowell is building relationships with local and international organizations to ensure that students have a wide variety of options for their internships.
- Greeley Scholar for Peace Studies
The Greeley Scholar for Peace Studies award – endowed by the Greeley Foundation in 2007 – honors a distinguished advocate for peace who serves a month residency at UMass Lowell every year. Greeley Scholars have included Linda Biehl, South African peace leader, Padraig O'Malley, renowned scholar and activist, Gavriel Salomon, Israel Prize recipient for his work on peace education, and Leymah Gbowee, leader of the Liberian peace movement. Students in the Peace and Conflict Studies BA will have the unique opportunity to meet with these peace leaders and learn from their experience and research.
- Educational Model
Large scale, empirical research studies have demonstrated that student engagement and student learning is significantly greater in programs with strong curricular coherence. The Peace and Conflict Studies BA will include a bi-weekly integrative seminar that helps students understand connections between their courses in order to address the central questions of the field.

There is also anecdotal evidence to suggest that UMass Lowell students are interested in the themes inherent in Peace and Conflict Studies. The Dynamics of Power class in the Economic and Social Development of Regions Program focuses on key aspects of power and conflict, and has been overenrolled for the past three years.

ACADEMIC AND RELATED MATTERS

Admission

Interested candidates for the proposed B.A. program must submit a completed application, high school transcripts, essay, a letter of recommendation, SAT scores, and college transcripts. The Peace and Conflict Studies Program Coordinator will work with transfer students to determine the number of applicable transfer credits towards the B.A. degree.

A student must fulfill both the Peace and Conflict Studies requirements and the requirements of the College of Fine Arts, Humanities and Social Sciences to graduate with a degree in Peace and Conflict Studies. Expected time for graduation is 4 years of full-time study for freshmen students and at least 2 years of full-time study for a transfer student.

Application to the B.A./M.A. Program will be typically submitted during the student's second semester of their junior year to allow adequate time for the student to take maximum advantage of the opportunity to take graduate courses and double-count these graduate credits, while still staying within the maximum of 45 credits allowable for the undergraduate degree in Peace and Conflict Studies. Although it is highly recommended that students submit their application during their junior year, application materials can be submitted at any time prior to graduation.

The decision to accept a B.A./M.A. applicant is based on 3 factors:

- Students admitted to the B.A./M.A. program will be accepted on a conditional basis with the requirement that students receive their bachelor's degree at the end of their senior year and graduate with a minimum cumulative GPA of 3.0. If students do not meet this requirement, their master's degree candidacy will be voided and they would be required to re-apply via the traditional application process.
- Strong letters of recommendation: three are required, and we expect that at least two of these should be from faculty at UMass Lowell who teach Peace and Conflict Studies core or elective courses.
- A personal statement that clearly describes the student's interest in the Peace and Conflict Studies program and how it fits with the student's educational and professional goals.
- Transfer students who wish to apply for the Plus One B.A. to M.A. degree in Peace and Conflict Studies will need, as a minimum, a cumulative grade-point average of 3.0 on a 4.0 scale for all previous course work attempted. Only UMass Lowell undergraduates are eligible for the Plus One B.A. to M.A. Up to 6 credits of graduate (500 level or higher) courses completed with a B grade or better may be used by the student to count toward both the Bachelor's and Master's degrees.

B.A. /M.A. students may defer their graduate matriculation for up to one year following their graduation for the bachelor's degree. A request for deferral must be made to the Graduate Admissions Office in writing. After one year of deferral, failure to register for graduate classes will invalidate their acceptance into the master's program.

Enrollment

Given the strong student interest in Peace and Conflict Studies at comparable universities, UML has made the following projections regarding program enrollment:

	# of Students Year 1	# of Students Year 2	# of Students Year 3	# of Students Year 4
New Full Time	7	7	8	8
Continuing Full Time		5	10	13
New Part Time	3	3	3	3
Continuing Part Time		2	4	6
Totals	10	17	25	30

Curriculum (Attachment A)

The proposed Peace and Conflict Studies major will contain a minimum of 36 credits and a maximum of 45 credits among 120 credits required for the B.A. degree. The remaining credits will fulfill general education requirements and free electives. Requirements for the major will include an introductory course that explores Peace and Conflict Studies from the perspective of several disciplines; three one-credit learning seminars to integrate and synthesize student learning across disciplines; and an advanced seminar during senior year. In addition, students will take a core course in each of the following areas: Roots of Conflict, Resolving Conflict, and Building Peace. To meet additional requirements for the major, students select from related courses offered by Criminal Justice and Criminology, Cultural Studies, Economics, English, Gender Studies, History, Legal Studies, Philosophy, Political Science, Psychology, and Sociology. Students will have the opportunity for an experiential practicum as well as thesis work in the University Honors Program. Intermediate proficiency in a foreign language is a requirement for the B.A. degree.

Experiential Practicum placements will be local or international. Students can choose to complete the practicum over the summer through an intensive placement. UMass Lowell’s partnership with the Washington Center and the United States Institute of Peace will provide students the opportunity for placements in government, NGOs, and political consulting firms in Washington D.C.

Student Learning Outcomes

Upon completion of the B.A. degree program in Peace and Conflict Studies, UML expects that graduates will:

- a) Understand the main theories about the causes of conflict and the necessary conditions for peace within and between societies, and at a global level. Structural theories address issues of justice, equity and rights, and political, constitutional, legislative, military and governance issues. Socio-psychological theories are those that address the lack of communication, trust and positive relationships between the groups in conflict.

- b) Understand theories of group leadership and followership, as well as social change theories that are relevant to the analysis of conflicts, and to the development of positive interventions.
- c) Identify and understand, through case analyses, and in partnership with conflict stakeholders, the political, historic, military, socio-economic, governance, organizational and institutional issues that are relevant to the existence of particular violent conflicts.
- d) Identify possible intervention needs at any stage of a conflict including conflict prevention, which is aimed at addressing emerging tensions in societies, and the mitigation and resolution of violent conflicts, as well as post-violence necessities.
- e) Ascertain the various levels of society at which such interventions need to take place including within and between top leadership (e.g. governments, military), middle leadership (e.g. major institutions) and local communities, and the relevant cooperation between these levels that are needed to ensure successful interventions.
- f) Be aware of the options available for intervention such as legislation, equity work, political agreements, human rights norm setting, constitutional developments, social capital development, military, political and economic approaches, as well as dialogue and mediation approaches.
- g) Understand the relevance of the roles and capacities of international and regional organizations such as the United Nations, the European Union, the African Union, the Organization for Security and Cooperation in Europe, the Organization of American States, Association of South East Asian Nations and the World Bank, as well as the various governmental units who are addressing issues of conflict.
- h) Comprehend how such interventions will also address the linkage work that needs to take place among interveners and their activities to maximize complementarities in addressing the conflicts both within the field, and with aid and development agencies, democracy and governance agencies, as well as human rights and economic development agencies.
- i) Be aware of the existing and emerging approaches to monitoring, assessment and evaluation in the field, and the relevance and appropriateness of such approaches to the effectiveness of peace work.
- j) Recognize the cross-cultural considerations that need to be taken into account in undertaking interventions.
- k) Develop a keen understanding of institutional cultures and dynamics, and their relevance to peace work as either a prime focus, or as an additional responsibility within institutions.

- l) Understand and address the ethical issues that are relevant to the development of coexistence interventions.
- m) Continue to learn from research from the field, so as to foster their own learning and that of others who are committed to being more effective in their work.

RESOURCES AND BUDGET

Faculty and Administration

Over the next two to three years, it is planned that two new faculty will be hired in related departments with expertise in the area of Peace and Conflict Studies in order to strengthen the academic offerings in the program.

The Peace and Conflict Studies B.A. will exist within the Fine Arts, Humanities, and Social Sciences Interdisciplinary Academic Program structure. The Program Director and Faculty Group formed specifically for the program will be responsible for student recruitment, curriculum development, policy implementation, and program assessment. These faculty members teach in the program, advise students, and serve on committees. Membership in the Faculty Group will be open to full-time faculty with expertise in the area who are qualified to teach in the program. A student advisory group will be composed of students within the program will provide feedback to faculty and the administration.

For the first two years, a quarter-time administrative staff person will be provided to the program. By 2013-2014, a dedicated half-time staff administrator will be added to the program.

Library and Information Technology

A budget of \$5,000 to increase the print and digital library for Peace and Conflict Studies is needed for the first year. In future years, an annual allocation of \$2,500 will be required to maintain periodical access and acquire new holdings.

Facilities and Equipment

An administrative office will be provided to the program. Existing space will be utilized for student study space and community building.

Fiscal (Appendix B)

The program budgets for both the proposed Peace and Conflict Studies B.A. and M.A. programs are based on existing faculty and staff and resources necessary to launch and deliver the programs. The Director is a full-time Professor, who will receive released time for this leadership role. Staff support will be provided by individuals who are already employed in the Middle East Center. The line item for Full-time Faculty teaching in the proposed BA and MA Peace and Conflict Studies programs reflects the plan to reassign an increasing portion of time, based on student demand, of faculty with related expertise from Departments in the College of Fine Arts, Humanities, and Social Sciences departments. New Faculty hires will occur strategically to support a Department's discipline specific programs as well as College-wide interdisciplinary programs. The cost

of Graduate Teaching Assistants, assigned to undergraduate courses in their areas of expertise in sociology, political science, etc. will be offset by reduced need for Adjunct faculty. Graduate Research Assistants will supported entirely by external funds. Additional needs will be offset by increased revenues.

The projected costs for the B.A. and M.A. are similar, because of the plan to share resources for the two degree programs. The projected revenues for the two programs are slightly different, because UML anticipates relatively more students to enroll in the B.A.

PROGRAM EFFECTIVENESS

Assessment and evaluation will be a continual process for the proposed Peace and Conflict Studies program through a series of measures including:

- Participation in the Peace and Justice Studies Association, a network of hundreds of Peace Studies programs at universities around the world.
- Regular faculty meetings
- Current and former student input
- Student evaluation of courses and instructors.

The department began the process of peer evaluation by sending a delegation to attend the Summer Institute for Peace Studies Faculty at Notre Dame in June 2010, which brought together colleges and universities from across the country to establish successful Peace Studies programs. Notre Dame has the premier Peace Studies program in the country with 30 faculty members, hundreds of students and a Ph.D. offering in International Peace Studies. UML will send a second delegation to the Summer Institute at Notre Dame in June 2011 to solicit feedback on the proposed program and ensure that it meets the highest standards of the field. Based on feedback from the external review, the department will conduct a full evaluation of the program following the third year. This will enable the department to make any necessary changes to ensure goal attainment. In addition, Jeffrey Helsing, Deputy Director for Education at the United States Institute of Peace has offered to provide training and support for the UMass Lowell Peace Studies program.

The following table outlines the activities related to assessment and evolution of the UML BA in Peace and Conflict Studies.

Goal	Measurable Objective	Strategy for Achievement	Timetable
Create significant student interest in Peace and Conflict Studies	Recruit 30 students by the end of the fourth year of operation (Spring 2015)	Market the program to: *Undeclared students; *High school students; *Community College Students who received an A.A. in Peace and Conflict Studies	Goal for program size at end of AY: (B.A. students) 2011-2012 (10) 2012-2013 (17) 2013-2014 (25) 2014-2015 (30)
Achieve an above-	Achieve a graduation rate of	*Build a strong community	Ongoing

Goal	Measurable Objective	Strategy for Achievement	Timetable
average graduation rate	15% above the University's average rate at the end of the fourth year of operation (Spring 2014)	of students through Integrative Seminar and activities on-campus and off-campus; *Facilitate meaningful advising relationships; *Let students expand their education through practicum and study abroad experiences	
Generate a significant number of students who pursue the 5-year, Plus One BA to MA option	Recruit 10% of undergraduate Peace and Conflict Studies majors to apply for the Plus One BA to MA at the end of the fourth year of operation (Spring 2014)	*Maintain an excellent and supportive academic environment; *Utilize visiting scholars, experiential education, and mentoring to encourage students to pursue careers in the field	2011-2013: Educate students about the possibility of earning a B.A. and M.A. in 5 years 2013-2014: Encourage interested students to apply for the Plus One BA to MA
Prepare all students for graduate programs or careers	Achieve a placement rate of 100% for students who want to pursue graduate programs or careers in Peace and Conflict Studies	*Provide experiential education that will give students an edge in applying for jobs *Achieve recognition for the quality of the program *Encourage students to take advantage of international opportunities that will distinguish them from other applicants	Ongoing

EXTERNAL REVIEW AND INSTITUTIONAL RESPONSE

External Review

The proposed program was reviewed by an evaluation team comprised of Dr. Sammy Smooha, Department of Sociology and Anthropology, University of Haifa, Israel, Dr. George Lopez, Hesburgh Professor of Peace Studies – Kroc Institute for International Peace Studies, University of Notre Dame, and Dr. Linda Bishai, Senior Program Officer in the Academy for International Conflict Management and Peace Building, United States Institute for Peace. Following a review of the proposal, conversations with relevant faculty and administrators, and a visit by at least one of the members, the team concluded that the proposed program had a well thought out conceptual core; a good

offering of specialized courses which provide the major with substantive depth; and a solid interdisciplinary mix that supports the major. Overall, the programs goals, content and sequencing were deemed appropriate for the program and the team enthusiastically recommended that UML's proposal to offer the BA in Peace and Conflict studies be approved.

The reviewers also pointed out that additional attention should be paid to clarifying the plans for the Learning Seminar; a required course intended to "synthesize learning and develop interdisciplinary understanding." Other issues articulated by the team included the need for one full time tenure track faculty with at least a $\frac{3}{4}$ appointment in the program; additional resources to strengthen the library collections for peace and conflict studies; and a change in the timing of the initial program review with a recommendation to conduct the review after three years instead of the five to seven initially proposed.

Institutional response

During the spring and summer semesters, prior to the proposed fall start of the program UML will undertake a comprehensive, interdisciplinary effort to provide more substance to the learning seminar as recommended by the review team. The department also accepted the recommendation of the team to adjust the timing of the program evaluation and will begin the process within three years. In response to the need for additional joint appointments and at least one full time tenure track appointment at $\frac{3}{4}$ time, the Dean of Fine Arts, Humanities, and Social Science, along with the Provost, have assured the program that it may pursue 2-3 joint appointments over the next 3 years. The administration has also committed to the necessary budget allocations to strengthen library resources.

STAFF ANALYSIS AND RECOMMENDATION

Board staff thoroughly reviewed all documentation submitted by UML and external reviewers. Staff recommendation is for approval of the Bachelor of Arts in Peace and Conflict Studies.

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.

ATTACHMENT A: CURRICULUM OUTLINE

Undergraduate Program Curriculum Outline

Major Required (Core) Courses (# Total courses required = 6)		
Course Number	Course Title	Credit Hours
PCS.125	Introduction to Peace and Conflict Studies	3
43.239	The World Since 1945	3
48.352	Sociology of Non-Violence	3
46.384	International Politics of Human Rights	3
PCS.350	Integrative Seminar	3
PCS.470	Advanced Seminar in Peace and Conflict Studies	3
	Sub Total Core Credits	18
Elective Courses (# Total courses required = 6-9)		
Course Number	Course Title	Credit Hours
<i>See below for list of elective courses</i>		
	Sub Total Elective Credits	18-27
Distribution of General Education Requirements <i>(See below)</i>		# of Credits
Arts and Humanities, including Literature and Foreign Languages		15
Mathematics and the Natural and Physical Sciences		14
Social Sciences		9
Sub Total General Education Credits		38
Curriculum Summary		
Total number of courses required for the degree		22-25
Total credit hours required for degree		120

<p><u>Legal Studies</u> 41.366 International Law</p> <p><u>English</u> 42.205 Human Values in Western Culture 42.251 War in Literature 42.278 Literature of the Vietnam War</p> <p><u>History</u> 43.106 The Modern World 43.204 China and the Modern World 43.211 Historical Dimensions of Globalization 43.212 Modern Latin America 43.240 World War I 43.241 World War II 43.281 Sub-Saharan Africa 43.296 United States Diplomatic History 43.320 American East Asian Relations 43.321 The Holocaust 43.336 Problems of Modern Ireland 43.356 Civil War and Reconstruction 43.391 America and the World 43.393 History of the Middle East and Islamic World</p> <p><u>Criminal Justice and Criminology</u> 44.115 Introduction to Homeland Security 44.212 Weapons of Mass Destruction 44.248 Terrorism (International and Domestic) 44.326 Hate Crimes</p> <p><u>Peace and Conflict Studies</u> PCS.496 Practicum</p> <p><u>Philosophy</u> 45.296 Intro. To World Religions 45.307 Theories of Justice 45.366 Globalization and its Critics</p> <p><u>Political Science</u> 46.112 Intro to Comparative Political Systems 46.121 Intro to International Relations 46.230 Law and the Legal System 46.233 Islam and Politics 46.335 Constitutional Law and Politics 46.337 Civil Liberties and Politics</p>	<p>46.345 The Politics of Discord between the East and the West 46.351 Irish Politics 46.360 European Politics: Tradition and Modernity 46.363 Politics of China 46.368 Middle Eastern Politics 46.370 Latin American Politics 46.375 Politics of the Pacific Rim 46.376 Democratic Movements in South East Asia 46.387 Politics of International Organizations 46.402 Women in Islam 46.406 The Politics of Identity in the Middle East 46.422 Seminar in Political Communication and Media Studies</p> <p><u>Psychology</u> 47.209 Social Psychology 47.328 Dynamics of Interpersonal Relations 47.473 Seminar in Social Psychology: Resolving Social Conflict</p> <p><u>Sociology</u> 48.102 Social Anthropology 48.216 Sociology of War and Peace 48.234 The Study of Minorities 48.240 Sociology of Gender 48.256 Political Sociology 48.317 Sociology of Genocide 48.382 Social Movements 48.450 Seminar on Peace, War, and Violence 48.469 Seminar on Global Society</p> <p><u>Economics</u> 49.315 Intro to Environmental Economics</p> <p><u>Spanish</u> 54.351 Hispanic Perspectives</p> <p><u>Cultural Studies</u> 59.349 Literature, Politics and Genocide in Cambodia 59.356 Village Empowerment: Overcoming Global Poverty 59.470 Directed Study in Peace and Conflict 59.471 Project in Peace and Conflict</p> <p><u>Gender Studies</u> GNDR.240 Introduction to Gender Studies</p>
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ATTACHMENT B: BUDGET

One Time/ Start Up Costs		Annual Expenses (For Both BA and MA)			
		Year 1	Year 2	Year 3	Year 4
	Cost Categories				
	Full Time Faculty <i>(Salary & Fringe)</i>	\$30,000	\$60,000	\$90,000	\$120,000
	Part Time/Adjunct Faculty <i>(Salary & Fringe)</i>	\$0.00	\$0.00	\$0.00	\$0.00
	Staff	\$0.00	\$0.00	\$0.00	\$0.00
	General Administrative Costs	\$0.00	\$0.00	\$0.00	\$0.00
	Instructional Materials, Library Acquisitions	\$5,000	\$2,500	\$2,500	\$2,500
	Facilities/Space/Equipment	\$0.00	\$0.00	\$0.00	\$0.00
	Field & Clinical Resources	\$0.00	\$0.00	\$0.00	\$0.00
	Marketing (includes international travel)	\$5,000	\$5,000	\$5,000	\$5,000
	Workshops and Conferences	\$0.00	\$0.00	\$0.00	\$0.00
	Visiting Scholars	\$0.00	\$0.00	\$0.00	\$0.00
	Graduate Teaching Assistants <i>(MA program specific)</i>	\$30,000	\$45,000	\$60,000	\$60,000
	Graduate Research Assistants <i>(MA program specific)</i>	\$0.00	\$0.00	\$0.00	\$0.00
	TOTALS	\$70,000	\$112,500	\$157,500	\$187,500

<i>One Time/Start-Up Support</i>	<i>Revenue Sources</i>	<i>Annual Income (BA)</i>			
		<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>
	Grants			\$50,000	\$50,000
	Tuition	\$12,980	\$22,142	\$32,830	\$37,411
	Fees	\$80,750	\$137,750	\$204,250	\$232,750
	Departmental				
	Reallocated Funds				
	Other (specify)				
	TOTALS	\$93,730	\$159,892	\$287,080	\$320,161