

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

**COMMITTEE:** Academic Affairs

**NO.:** AAC 11-39

**COMMITTEE DATE:** May 31, 2011

**BOARD DATE:** June 7, 2011

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**APPLICATION OF UNIVERSITY OF MASSACHUSETTS LOWELL TO AWARD THE  
MASTER 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 **Master 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**

The University of Massachusetts Lowell (UML) filed an expedited application to offer the Master 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 degree intends to equip students with the knowledge and skills to become effective professionals to advance in mid-career roles as well as to be well-qualified to enter doctoral level study. M.A. students will be able to select one of three professional options—conflict resolution, organizational leadership, or policy analysis—as a primary focus for elective courses. Graduates will conduct quantitative and qualitative field research and critically examine the growing body of literature.

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 has also signed 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.<sup>1</sup> 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:<sup>2</sup>

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 the region that could be viewed as similar to the proposed M.A. in Peace and Conflict Studies being proposed by UML. From a handful of programs in the early 1980s, there are now over 125 Peace and Conflict Studies programs in the United States.

Brandeis University (Private) offers a M.A. in Conflict and Coexistence that provides students the skills to design and implement successful interventions that enable divided peoples to live together more equitably, respect each other’s diversity, and acknowledge each other’s interdependence. Since its inception in AY 2004-2005, applications and enrollment have doubled in the Brandeis University’s master’s program in Conflict and Coexistence.

UMass Boston (Public) offers a M.A. in Dispute Resolution designed to provide students with the ability to understand and intervene effectively in conflict situations. Students

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

<sup>2</sup> *ibid*

learn about the causes, dynamics, and consequences of conflict in different settings, from organizational to international; and strategies and skills for preventing, managing, and intervening in conflict situations.

UML has engaged in a successful collaboration with the Dispute Resolution Graduate program at UMass Boston. Professor David Matz, founding director, hosted the UMass Lowell Greeley Scholar for Peace Studies in the spring of 2010. Professor Matz has also provided his assistance as UML develops the M.A. in Peace and Conflict Studies. The Peace and Conflict Studies program at UMass Lowell also looks forward to working with Dr. Ervin Staub, professor of psychology and founding director of the Psychology of Peace and Violence Program at UMass Amherst. Dr. Staub is an internationally recognized authority on youth and mob violence, genocide, and the role of bystanders. He is author of *The Psychology of Good and Evil: Why Children, Adults and Groups Help and Harm Others* and *The Roots of Evil: The Origins of Genocide and Other Group Violence*. UML looks forward to further successful collaboration with all campuses to advance peace education.

## **ACADEMIC AND RELATED MATTERS**

### ***Admission***

The master's program in Peace and Conflict Studies is designed for recent college graduates as well as non-traditional and mid-career students with experience in a variety of work and community settings. The requirements for admission include:

1. Bachelor's degree from an accredited institution college or university.
2. An undergraduate grade point average of 3.0 or better. Applicants must submit an official transcript from the undergraduate institution that awarded their degree and an official transcript from any other undergraduate institution at which the applicant was awarded course credit. At the discretion of the Graduate Admissions Committee, students may be admitted with a grade point average below 3.0 if they have substantive work experience in the field.
3. 18 credits of Peace and Conflict Studies related coursework. Courses dealing with the general themes of causes of conflict, resolution of conflict or the building of peace will be considered Peace and Conflict Studies coursework. Additionally, courses that are similar to the Peace and Conflict Studies elective courses will be considered as prior coursework. At the discretion of the Graduate Admissions Committee, a student may be admitted with fewer credits, especially in the case of a student with work experience in the field.

In the event that a student does not have the necessary background credits in Peace and Conflict Studies and does not have relevant work experience in the field, the student may be admitted under the condition that they complete

relevant courses during the summer prior to matriculation or during the first semester.

4. Acceptable scores on the Graduate Record Examination Aptitude Test. (Use of GMAT or LSAT scores may be approved by the Graduate Admissions Committee.) Students for whom English is not a national language must also submit a score for the Test of English as a Foreign Language (TOEFL). GREs are waived for Plus One students and will be waived for UML alumni who graduated with 3.0 or higher.
5. Three letters of reference from individuals familiar with the educational and/or professional performance of the applicant.
6. A personal letter including a statement about the applicant's professional interests, educational and work qualifications, and future goals as related to the program.
7. A curriculum vitae summarizing education and work experience.
8. An interview may be requested by the Graduate Admissions Committee.
9. An admissions fee as set by the Office of Graduate Admissions.

***Enrollment***

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

	<b># of Students Year 1</b>	<b># of Students Year 2</b>	<b># of Students Year 3</b>	<b># of Students Year 4*</b>
New Full Time	7	8	9	9
Continuing Full Time		5	5	6
New Part Time	3	2	2	3
Continuing Part Time		1	2	2
Totals	10	16	18	20

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

The proposed 30 credit M.A. program requirements include coursework in research methods, strategies for conflict transformation, and a two semester seminar that helps students integrate and synthesize their learning across disciplines. Students select four electives within one of three professional options: Conflict Resolution, Organizational Leadership, and Policy Analysis. To complete the proposed M.A., students will choose a practicum at a local or international organization, a project, or a thesis. Students selecting a thesis or two-semester project or practicum will take one additional elective chosen from any of the professional options. Students selecting a one-semester project or practicum will take two additional elective courses chosen from any of the professional options. Students completing the Plus One B.A. to M.A. will be able to count six graduate level credits towards the M.A. with approval of the Graduate Coordinator.

In the Conflict Resolution option, students will gain skills in identifying key factors and dilemmas in conflict settings and in fostering constructive change processes. Individuals completing this option will be prepared to pursue careers involving mediation and facilitation from community grassroots to international levels; they will be prepared to contribute in settings for restorative justice, and for program development and training in conflict transformation.

The Organizational Leadership option will orient students for careers as professionals in peace-related local and international NGOs, governmental and intergovernmental agencies, and religious and other civil society organizations. Students will gain a deeper understanding of the role of various kinds of organizations in peace-building and the challenges they face. They will also acquire skills and tools needed to manage organizational peace-building efforts effectively.

In the Policy Analysis option, students will gain skills in developing policies as well as broader initiatives to promote normative and structural change. This option will provide a strong background for pursuing careers in areas such as policy advising in government, in regional or global international organizations, or in NGO settings; political organizing and advocacy work; and human rights implementation, monitoring, and evaluation.

Placements for experiential practicum opportunities can be local, national, or international. Students may 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 M.A. degree program in Peace and Conflict Studies, UML expects that graduates will be able to:

- a) Assess particular conflicts through reading of the relevant literature, understanding and listening to key groups and individuals involved in the conflict, being aware of the history of previous interventions and understanding the cultural sensitivities involved in the conflicted areas.
- b) Design strategic interventions that are likely to contribute to conflict resolution and more peaceful coexistence between groups and nations, and address specific conflicts at the appropriate stage of their development.

- c) Secure and develop partnerships with other agencies and fields in order to assist a comprehensive and more successful approach to peace work from communities, governments, aid and development and democracy and governance agencies, relevant IGOs and NGOs, legislative bodies, businesses, politicians, civil society, etc.
- d) Design monitoring and evaluation processes, in partnership with local and external interveners so as to assess the effectiveness of interventions.
- e) Implement policies and programs within, or in conjunction with, relevant institutions, communities and regions, and at a global level.
- f) Help secure support and funding for intervention work, particularly for groups whose resources may be very limited.
- g) Foster dialogue with relevant individuals, groups and institutions on difficult and contentious issues, as well as use empathetic facilitation, mediation and negotiation skills that can help participants to reach consensus among parties with divergent interests and objectives in group, community, international and transnational disputes;
- h) Communicate across cultural barriers and use knowledge of cultural differences to promote greater understanding among groups.
- i) Undertake research on issues that are relevant to a greater understanding of the necessities needed to design and implement more effective policy and practice processes for coexistence 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 M.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 will each be 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 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 has been 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.

<b>Goal</b>	<b>Measurable Objective</b>	<b>Strategy for Achievement</b>	<b>Timetable</b>
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 our 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 careers in the field	Achieve a placement rate of 100%, for students who want to pursue 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 *Establish strong relationships with NGOs	Ongoing
Build the Peace and Conflict Studies M.A. into an internationally-renowned program	Maintain student and faculty exchange with international partner universities (3 students and 1 faculty per year.)	*Maintain strong relationships with partner universities through continual visits and exchanges *Raise funds to enable foreign students to pay UMass tuition and to support travel costs for students from UMass Lowell	2011-2012: Build foundation for student and faculty exchanges  2012-2013: Initiate exchange

## **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 mixture of specialized courses which provide the major with substantive depth; and a solid interdisciplinary mix that supports the major. Moreover, the international linkages already established were thought to position the program well as it moves forward.

The team agreed that a compelling case had been made for the MA in Peace and Conflict Studies and was confident that the program provided a sound foundation for students to pursue a doctorate in humanities and social sciences as well as peace and conflict studies. Overall, the programs goals, content and sequencing were deemed appropriate for the program and the team recommended that UML's proposal to offer the MA in Peace and Conflict studies be approved.

Suggested improvements to the curriculum included revisions to the learning seminar for both the BA and MA programs to avoid duplication and clarify activities, expectations, and evaluation of student performance; development of a new research methods course specific to peace and conflict studies; and instituting a requirement of a 3-credit practicum to enhance the professional facet of the program. The team raised questions about the structures in place to attend to future faculty workload issues that include supervising serious student research projects and advising. 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 for both the BA and MA 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.

Planning for the research methods course recommended by the reviewers is underway. The faculty member scheduled to attend the faculty workshop for Peace Studies at the Kroc Institute at Notre Dame will assist in developing the new course. Also, UML recognizes the importance of the practicum and has established a committee charged with securing internships for MA students, however, since some master's students prefer a traditional scholarly pathway, the department does not agree with the necessity to require a practicum.

#### **STAFF ANALYSIS AND RECOMMENDATION**

Board staff thoroughly reviewed all documentation submitted by UML and external reviewers. Staff recommendation is for approval of the Master 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

### Graduate Program Curriculum Outline

#### Major Required (Core) Courses (Total courses required = 3)

<u>Course Number</u>	<u>Course Title</u>	<u>Credit Hours</u>
57.506 or 47.512	Research Methods	3
PCS.501	Strategies for Conflict Transformation	3
PCS.550	Integrative Seminar	3
Subtotal # Core Credits Required		9

**Students must select 4 courses from one of the following professional options:**

*(See below for details)*

<p><b>Professional Options</b></p> <ul style="list-style-type: none"> <li>• Conflict Resolution</li> <li>• Organizational Leadership</li> <li>• Policy Analysis</li> </ul>	<p>12 credits (4 courses)</p>
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Students must also select 1 additional elective course (3 credits) from within any of the electives listed under any of the professional options. This gives students the opportunity to take an elective course outside of their professional option.

There are 3 ways students can complete the remaining requirements for the M.A. They must choose one of the following:

<b>Practicum</b>	3 credits for a one semester practicum or 6 credits for a two semester practicum*
<b>Project</b>	3 credits for a one semester project or 6 credits for a two semester project*
<b>Thesis</b>	6 credits

\*To reach the 30 credits requirement, students will need to select one additional elective course (for a total of 2 elective courses in addition to the 4 courses within the professional option) if they are doing a one-semester project or a one-semester practicum. The additional elective course can be chosen from any of the elective courses within any of the three options.

<b>Curriculum Summary</b>	
Total number of courses required for the degree	10
Total credit hours required for degree	30

**Professional Option Courses (Students select 4 courses from one of the following options. In addition, students select 1 or 2 electives from any of the following options.)**

*All of the following courses are pre-existing. Some courses have relevance to multiple options and are therefore included in more than one option. Other courses may be added with the permission of the Graduate Coordinator.*

**Conflict Resolution**

47.500 Introduction to Community Social Psychology  
47.503 Applied Social Psychology  
47.522 Psychology of Diversity  
47.542 Working with Groups  
57.511 Dynamics of Power and Authority  
57.512 Community Conflict Resolution  
57.532 or 47.625 Advanced Community Dynamics  
57.605 Social Movements and Empowerment  
05.652 Managing Change and Conflict

**Organizational Leadership**

44.513 Crisis and Emergency Management  
47.500 Introduction to Community Social Psychology  
47.526 Workplace Diversity  
47.545 Community and Organizational Change  
57.511 Dynamics of Power and Authority  
57.532 Advance Community Dynamics  
57.598 Organizational Dynamics and Regional Development  
47.546 or 57.546 Grant Writing

**Policy Analysis**

44.526 Domestic Terrorism and Hate Crimes  
44.549 Terrorism and Counter Terrorism  
44.568 Contemporary Security Studies  
47.500 Introduction to Community Social Psychology  
47.527 Immigrant Psychology and Communities  
47.547 or 57.514 Community Mapping  
57.513 Foundations of Comparative Regional Development  
57.515 Politics and Economics of Public Policy  
57.540 China and India in the Global Economy  
57.550 Analyzing Peace, Violence & War  
57.553 Nationalism, Revolution and Religion in Modern Middle East Politics  
57.554 Latin American Politics

**There are three ways students may fulfill the remaining M.A. requirements. They must choose one of the following:**

**PCS.733 Master's Project in Peace and Conflict Studies I**  
*(Plus PCS.734 Master's Project in Peace and Conflict Studies II if completing a 2-semester project)*

**PCS.746 Master's Thesis in Peace and Conflict Studies**

**PCS.631 Practicum I**  
*(Plus PCS.632 Practicum II if completing a 2-semester practicum)*

**ATTACHMENT B: BUDGET**

<b>One Time/ Start Up Costs</b>		<b>Annual Expenses (For Both BA and MA)</b>			
		<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>
	<b>Cost Categories</b>				
	Full Time Faculty (Salary & Fringe)	\$30,000	\$60,000	\$90,000	\$120,000
	Part Time/Adjunct Faculty (Salary & Fringe)	\$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 (MA program specific)	\$30,000	\$45,000	\$60,000	\$60,000
	Graduate Research Assistants (MA program specific)	\$0.00	\$0.00	\$0.00	\$0.00
	<b>TOTALS</b>	\$70,000	\$112,500	\$157,500	\$187,500

<b>One Time/Start- Up Support</b>		<b>Annual Income (MA)</b>			
		<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>
	<b>Revenue Sources</b>				
	Grants			\$50,000	\$50,000
	Tuition	\$37,358	\$63,728	\$70,320	\$76,912
	Fees	\$155,610	\$265,452	\$292,912	\$320,372
	Departmental				
	Reallocated Funds				
	Other (specify)				
	<b>TOTALS</b>	\$192,968	\$329,180	\$413,232	\$447,284