

**Academic Business Plan**  
for the  
**Master of Science (MS) in Genocide and Mass Atrocity Prevention (GMAP)**  
January 2019  
(revised June 2019 following External Evaluations)

**Overview**

The Institute for Genocide and Mass Atrocity Prevention (I-GMAP) was established late in 2016 with support from an external donor and it includes a growing array of programs. The mission of the Institute is to work across disciplines, to construct bridges with areas of practice around the globe, and to enhance individual and institutional understanding,



## Benefits

The program links to several if not all of the SUNY and Binghamton University Strategic Priorities, and will contribute to increasing graduate enrollments and revenue at Binghamton University.

The M.S. in Genocide and Mass Atrocity Prevention (GMAP) contributes significantly to several elements of the both the SUNY and the Binghamton University strategic plans.

SUNY's strategic plan, *The Power of SUNY*, is grounded in the three core values of the SUNY seal: learn, search and serve. The proposed MS in GMAP will be a professional public service degree that prepares people with the knowledge they need (learning) to identify and address the most pressing policy problems (searching), and to use their knowledge to analyze policy options and select effective solutions (serving).

SUNY's strategic plan, *The Power of SUNY*, begins with an opening statement from then-SUNY Chancellor Nancy Zimpher in which she refers to "building on the ideals of the land grant mandate—relevant research, outreach to communities, and access for everyone". The M.S. in Genocide and Mass Atrocity Prevention will bring relevant research to bear on one of the most critical issues of our time. These issues have great relevance to a large segment of the state population who have had their lives and those of their families disrupted by historical genocides. In providing fully funded externship placements for students (paid for by external donors), the program enhances access for a wider range of students who might otherwise struggle to gain such experiences as part of their education. The program will attract to Binghamton students from across the country and the world, many of whom will continue working in New York State (in New York City, in particular), and others who will carry their Binghamton education around the world. The SUNY plan also identifies six big ideas to guide the system and the proposed MS in GMAP is directly or indirectly supportive of all of them.

More recently, in her 2018 State of the University System Address, current SUNY Chancellor Kristina Johnson identified four themes of her vision for SUNY: 1) innovation and entrepreneurship; 2) individualized education; 3) sustainability; and 4) partnerships (<https://www.suny.edu/about/leadership/chancellor/speeches/sotus-2018/>). This program directly speaks to the third and fourth themes. Chancellor Johnson spoke of sustainability not simply in terms of climate change and saving the planet, but also of human civilization its culture. Genocides and other mass atrocities are direct threats to the cultures and very survival of groups of people. In speaking of partnerships, Chancellor Johnson referred to alliances with industry, government agencies, non-profit foundations, and international organizations, all of which are represented by and an integral part of this program.

The proposed MS in GMAP links directly to several of the goals expressed in Binghamton University's strategic plan, the *Road Map to Premier*. Specifically, the plan asserts a vision of engaging in "path-breaking graduate education, research, scholarship and creative activities that shape the world." Within this are goals of enriching the collaborative culture for research and scholarship, and increasing the transformational impact of the University's research. As an interdisciplinary degree program, the MS in

GMAP will address a complex worldwide problem and the applied scholarship generated by the program will contribute to these goals.

The Binghamton University strategic plan also prioritizes engagement in the form of enhancing "the University's economic, social and cultural impact through engagement from the local to the global level." We expect that many of the graduates of the program will stay in New York State. The New York City area is a center for organizations – from the governmental, civil society, and private sectors – that need skilled professionals dedicated to genocide prevention. We expect graduates to find work with the United Nations, its affiliate organizations, and the multitude of nonprofit and private organizations that support the work of the U.N. The degree will also have a positive social and cultural impact on the local/state community through the diverse students who will be attracted to the program, the range of practitioners who will visit campus and the community as part of the program, and the public forums we will offer as part of degree program activities. The global community will likely benefit from the greatest social and cultural impact in the form of improved prevention and ultimately reduced violence. The global benefits will be a function of students who work in the New York City area on issues that have global reach as well as by those who return to their home countries and/or accept positions in countries and regions with the greatest need.

Additionally, the proposed M.S. in GMAP advances international perspectives and an appreciation for diversity, core elements of Binghamton University's strategic goals. The specific aim of the Institute's curricular component is to expose students to international and global developments and the challenges of navigating in, and responding to, a range of known risks to vulnerable populations. We therefore intend the M.S. in Genocide and Mass Atrocity Prevention to serve broader University goals of fostering a more diverse and inclusive student body, and offering a more internationalized and pluralistic range of graduate courses.

Finally, Binghamton University's President Stenger recently articulated a vision of expanding graduate enrollments through the development of innovative new programs that anticipate or respond to emerging societal challenges and student demand. The MS in GMAP represents one such program.

## **Cost**

I-GMAP is largely funded by external donor support, supplemented by support from the Provost's Office at Binghamton University. While the proposed MS in GMAP represents

## Operating Plan

Primary responsibility for development, operation and assessment of the MS in GMAP rests with the Co-Directors of the Institute. The table below identifies milestone tasks for the startup and operation of the proposed MS in GMAP, along with expected dates of completion and individuals responsible for each task.

Date	Tasks	Responsible Parties
Spring 2018	Draft curriculum overview for review by faculty committee	I-GMAP Co-Directors I-GMAP FAew 9Craf(ew 4 611.4

## **Financial Plan**

The proposed MS in GMAP is expected to produce a net gain for Binghamton University. Many of the expenses are already part of the operation of the Institute and thus are not attributable to the proposed new degree program. The only expenses listed in the Program Expenses Table below (taken from the SUNY proposal form) are those that represent *new* expenses. These include an additional course buyout for each of the co-directors, and a new faculty hire to regularly offer core and elective GMAP courses. For

<b>Enrollment and Revenue</b>						
	<b>Before Start</b>	<b>Academic Year 1</b>	<b>Academic Year 2</b>	<b>Academic Year 3</b>	<b>Academic Year 4</b>	<b>Academic Year 5</b>
Enrollment Full Time	0	5 FT	10 FT	15 FT	20 FT	20 FT
Enrollment Part Time	0	3 PT	3 PT	4 PT	4 PT	5 PT
Revenue from Full Time (in-state)	0	\$54,530	\$108,700	\$108,700	\$163,050	\$163,050
Revenue from Full Time (out-of-state and international)		0	0	\$111,050	\$111,050	\$111,050
Revenue from Part Time	0	\$8,154	\$8,154	\$10,872	\$10,872	\$13,590
<b>TOTAL REVENUE</b>	<b>0</b>	<b>\$62,504.00</b>	<b>\$116,854.00</b>	<b>\$230,622.00</b>	<b>\$284,972.00</b>	<b>\$287,690.00</b>

The curriculum requires a minimum of 37 credit hours which include a combination of required courses, electives within categories of classes, individualized tailoring of the curriculum to meet student interests, a field placement, project work linked to the Institute for Genocide and Mass Atrocity Prevention, and a final capstone project. Program requirements fall into four broad areas:

- **CORE COURSES.** Students complete five common core courses (1. Essentials of Genocide and Mass Atrocity Prevention, 2. Micro-Dynamics of Mass Atrocities, 3. Comparative Genocides, 4. International NGOs, 5. Transitional Justice)
- **ELECTIVES.** Students must complete one elective from each of three categories (1. Politics and Policy for GMAP, 2. Tools and Techniques for GMAP, and 3. Special Topics in GMAP)
- **ADVANCED METHODS.** Students must either complete or demonstrate existing competencies in one of four types of methodologies for prevention (1. Quantitative analysis, 2. Qualitative analysis, 3. Language and culture, or 4. Computing Technologies)
- **APPLICATION AND ASSESSMENT.** Students complete three courses (1. National Mechanisms Project, 2. Field Placement, and 3. GMAP Capstone) to demonstrate their ability to apply program concepts and to provide a basis for individual and program level assessment.

There are four broad student learning outcomes of the program each of which include several specific sub-competencies of knowledge and skills (not presented here). Upon completion of the MS in GMAP, we expect graduates to be able to:

1. Apply an Atrocity Prevention Lens to analyze and interpret situations and to develop strategies for action focused on preventing occurrence, escalation or reoccurrence of mass violence.
2. Work effectively as part of a team to promote atrocity prevention, broadly defined.
3. Demonstrate the application of analytical and technological skills to promote atrocity prevention.
4. Effectively communicate with professional practitioner audiences regarding atrocity prevention.