



Proposal for the Creation of the  
**Institute for Regional and International Studies**

12 April 2015

**Background**

This proposal is the culmination of more than three years of discussions on restructuring the existing International Institute and related area centers. It grows out of recommendations of the Olds Committee, the McDonald Committee, the informal Centers' Coordinating Committee (CCC, which in 2012-13 created shared administrative positions and new efficiencies across the Institute's centers), and discussions during the past year within the Institute's executive committee. This proposal is proceeding in tandem with plans for restructuring the Division of International Studies in line with the McDonald Committee report. The proposal has the full support of the Dean of International Studies. If approved, this proposal would be implemented July 1<sup>st</sup>, 2015.

Under the proposal, the existing International Institute becomes the Institute for Regional and International Studies. In accordance with this proposal the centers that make up the Institute will shift administratively into the Division of International Studies.

**Rationale for Re-Naming, Re-Affiliating, and Re-Organizing the International Institute**

Since its creation, the International Institute has served as an umbrella organization for area studies centers on the UW-Madison campus. Yet its mandate has been unclear. The constituent centers, as well as the deans' offices in Letters and Science and the Division of International Studies, believe that the new name better reflects the new role and organization of the Institute, in addition to ameliorating confusion between the Institute and the Division.

The re-affiliation of the Institute and its centers will reflect *de jure* what has been a *de facto* organization of the centers for years, and will both streamline and improve the administrative operations of the centers and their academic programs. Since their inception, two of the centers (European Studies and Global Studies) have been units in the Division of International Studies; the other centers have been L&S units. Yet the Division of International Studies has long provided guidance and in many cases financial support for all of the centers, regardless of their affiliation, in particular regarding the Title VI process. Given the international focus of both the area studies centers and the Division, the administrative shifting of the centers to the Division makes sense on both organizational and intellectual levels.

The re-organization of the Institute and its staffing, as detailed below, will provide greater efficiency for program support, and the faculty academic committee will provide a more coherent, comprehensive, and strategic level of program oversight than had previously been provided by the International Institute.

### **Goals of the Institute**

The principal goal of the Institute for Regional and International Studies will be to coordinate international teaching, research, and outreach across the UW-Madison campus, serving as a central clearinghouse for academic regional and international work. More specifically the Institute will:

- Strengthen constituent centers, promoting new initiatives within and among them
- Promote interaction among constituent centers and other campus international initiatives
- Support faculty research and graduate training in regional and international studies
- Promote and sustain teaching in regional and international studies across all disciplines
- Strengthen regional and international outreach through administrative integration
- Increase administrative efficiencies by reducing overlap and duplication in service functions
- Develop new funding models for regional and international studies.

### **Functions of the Institute**

The Institute will develop and organize new substantive programming across centers including:

- A high-profile public lecture series, with programming that attracts broad audiences and that is coordinated with other units across campus
- A visiting scholar program for visiting faculty on sabbatical or external grants and a post-doc program.

The Institute will support faculty and graduate research through the following mechanisms:

- Faculty research competitions, including seed grants for developing externally funded projects
- Graduate student recruitment awards (which can be based on the current Mellon model)
- Graduate student summer fieldwork funding (based on the current International Institute graduate fieldwork and Scott Kloeck-Jenson awards)
- Support for recruitment of new faculty in regional and international studies.

The Institute will provide oversight for academic programs and for the subject listings related to regional and international studies and explore the creation of at least one new academic program:

- The International Studies (IS) Major is the eighth largest in L&S. Yet as an interdisciplinary major located in no single department, it has struggled to find administrative support. Global Studies, which is a center located in the Division of International Studies, has often offered informal administrative support, while L&S has supported advising for the major. In the new structure, with Global Studies being folded into the Institute for Regional and International Studies, the plan is for the Institute to coordinate support for the administration of the IS Major. *The IS Major will continue to be an L&S degree program, and will retain its faculty director and faculty steering committee.*
- Coordinate regional undergraduate certificate programs and explore the development of an international capstone certificate program.
- The Institute will explore development of an International Studies Master's degree program, possibly on the "fifth-year" model, or possibly on a more conventional model, and possibly with regional tracks. There is clear demand from both UW-Madison undergraduates and external applicants for an IS Master's

Degree. There are existing MA programs in some of the regional studies centers (LACIS, CREECA, Southeast Asian Studies). Regional tracks within an IS Masters might be a way to offer an administratively efficient alternative to new area-specific master's degree programs, while also meeting the regional expertise demands of students. *Such a program would be explored in conjunction with the Graduate School and other relevant units, and would be subject to the terms of the academic MOU between the College of Letters and Science, the Graduate School, and the Division of International Studies.*

Through strategically shared staffing across regional centers, the Institute will build greater administrative efficiencies. In particular, Institute staff will:

- Coordinate social media and web communication of campus regional and international studies events
- Coordinate outreach among centers
- Coordinate major and certificate student advising among centers
- Coordinate FLAS applications across centers
- Advertise summer language study programs across campus
- Manage systematic and rigorous evaluation of the impact of regional and international studies through surveys of students and alumni
- Provide shared financial specialist services and payroll services for centers
- Provide centralized logistics support for centers (e.g., airline and hotel booking services).

### **Structure and Governance of the Institute**

The Institute will have a Faculty Director, who will report to the Dean of International Studies or the Dean's designee. The Director is expected to do considerable work for the Institute and would therefore receive appropriate compensation. The Director would also serve as director of the Institute's Title VI grant (currently administered by Global Studies).

- The Director will be appointed by the Dean after a normal search process: (1) a search & screen committee will be created; (2) there will be a call for nominations; (3) finalist files will be forwarded to the dean by the search & screen committee; (4) the Dean will make an appointment, usually for a three-year term. It is expected that this process will take place in spring 2015 for the appointment to begin on July 1, 2015.

The Governing Council of the Institute for Regional and International Studies will provide shared governance oversight of the director and of the activities and budget of the Institute. The council will consist of 12-15 faculty and staff members plus the Associate Dean of International Studies who will serve as an ex-officio member. Membership of the council should represent a range of units across campus, disciplines, regions, and approaches. It will consist of representatives of each of the regional centers (typically the faculty directors) as well as the International Studies Major and a smaller number of persons representing international centers and programs across campus (e.g., Global Health, Global Legal Studies, Nelson Institute, Language Institute, the Library, etc.). The Governing Council will also provide central oversight for all curriculum committees constituted by member programs, serving as the principal point of contact between such academic programs and their degree-granting units (for example, the College of Letters and Science and the Graduate School). Such curriculum committees will be organized by the relevant academic programs, including representative faculty and academic staff with close

working knowledge of each curriculum. These committees will be convened in Fall 2015, and will develop governing documents by January 2016.

The staff of the Institute will work across centers, but one of the key innovations in the administrative structure of the Institute will be that many of the positions in the Institute will be combinations of existing positions in centers, many of which had been carved into several different duties. For example, rather than have a position that is 50% outreach and 50% advising, in the new structure one person might do 100% outreach in two centers, and a different person 100% advising across centers. Hence the structure described below does not envision new hires, but rather a reconfiguration of some, but not all, existing center staff into coherent, cross-center positions.

The Institute will have the following full-time academic staff positions, which will all report to the Director:

- An Executive Director, who will work closely with the Director to manage the Institute's activity and also serve as the "associate director" for Institute's Title VI grant, ensuring fulfillment of the grant's obligations.
- An Associate or Assistant Director for Students and Advising. The AD for advising would serve as an advisor across centers but would also coordinate the work of other advisors for students pursuing regional and international studies degrees and certificates. In addition to the AD for students and advising, there would be another FTE for another advisor (this does not include IS major advising; see below).
- An Associate or Assistant Director for Outreach. The AD for outreach will direct the Wisconsin International Outreach Consortium (WIOC), would work with other outreach staff in centers, and would coordinate other cross-center, and cross-campus regional and international studies outreach programming.
- Assistant director for Communications. The AD for Communications will manage social media, publicity, print and electronic media (including for Summer Language Institutes), as well as oversee the Institute website and web-based communications and applications (e.g. FLAS and other competitions).
- Four Financial Specialists and one Payroll specialist. These financial and payroll specialists will work with centers to manage grants, reimbursements, and budgets of centers as well as the Institute as whole.
- One Logistics Coordinator and student hourly assistance to support Institute visitors and visitors to related centers with travel to UW-Madison.
- While the details of the IS major administration remain under discussion, we propose that there be an IS Major Director, two advisors and one administrative assistant whose duties will include support for the Major.

The Institute for Regional and International Studies will affect existing area centers and programs in a number of ways:

- One of the existing Title VI-supported centers, Global Studies, will be folded into the Institute. The Institute will comply fully with Global Studies' Title VI mandate for the remainder of the 2014-2018 grant cycle as well as its campus role.
- The other eight centers that currently make up the International Institute will remain separate units. There are six Title-VI funded centers: Africa Center; Latin American, Caribbean, and Iberian Studies Program (LACIS); European Studies Alliance; Center for Russia, East Europe, and Central Asia (CREECA); Center for South Asia; and Southeast Asian Studies Center. There are two non-Title VI funded centers: Middle East Studies Program and Center for East Asian Studies.

- A key difference between the current International Institute and the proposed Institute for Regional and International Studies is that there would be a greater degree of collaboration and shared work across centers by center staff, including moving *some* center staff onto the Institute's direct payroll.
- However, using their own resources, centers will be free to hire or retain staff to work on center specific projects, such as Summer Language Institutes, or other programs.
- The Institute will coordinate formal annual reviews of center directors, centers, and Institute staff. Currently reviews are conducted in a decentralized manner by L&S and the DIS with variation in timing and frequency of reviews across centers.

### **Budget**

Much of the above discussion of programming, research, degree management and administration is already being paid for from a variety of sources, though there are some proposed new activities. The main new features are the programming elements of the Institute and the creation of cross-center positions with coherent, cross-center duties, rather than positions in single centers with split duties. A draft Institute budget is in preparation. Funding sources include the following:

- Existing International Institute budget
- Global Studies Title VI grant funds (preserving required Global studies center functions)
- Some Title VI center staff funding lines to fund pooled administrative support positions
- Mellon Area and International Studies transition funding, along with the DIS match of that grant
- Additional outside funding and/or new revenue sources such as the proposed International Studies MA degree.