6 May 2015

TO: Sarah Mangelsdorf, Provost  
Guido Podesta, Vice Provost and Dean, Division of International Studies

FROM: John Karl Scholz, Dean

RE: Division of International Studies Request to Rename, Relocate, and Revise Mission of an L&S/DIS Institute

CC: Marianne Bird Bear, Assistant Dean, Division of International Studies  
Greg Downey, Associate Dean for Social Science, L&S  
Marty Gustafson, Assistant Dean, Graduate School  
Kelly Haslam, Assistant Dean, Graduate School  
Richard Keller, Associate Dean, Division of International Studies  
Elaine Klein, Assistant Dean for Academic Planning, L&S  
Daniel Kleinman, Associate Dean, Graduate School  
Jocelyn Milner, Associate Provost and Director, Academic Planning and Analysis  
Susan Zaeske, Associate Dean, L&S

On May 5, 2015, the L&S Academic Planning Council considered the attached request to reformulate the “International Institute” as the “Institute for Regional and International Studies”. The changes discussed in the attached proposal are related to the much more comprehensive changes made to the Division of International Studies. IRIS, as envisioned, will provide more efficient, coordinated, and strategic support for DIS programs and initiatives.

As you will see from the “Academic Partnership Agreement” attached to the proposal, L&S and the Graduate School have been actively engaged in discussion with our DIS colleagues about how those changes will affect several academic programs, ranging from undergraduate certificates to graduate programs. Because these programs remain under the degree authority of the College and School, we have taken this opportunity to clarify administrative responsibilities and procedures for coordination and oversight of these programs.

The L&S APC approved this request by a majority vote (one member abstaining, one opposed).
To: Members of L&S Academic Planning Council; Assistant Dean Elaine Klein; Associate Dean Nancy Westphal-Johnson; Associate Dean James Montgomery; Associate Dean Gregory Downey; Associate Dean Susan Zaeske; Associate Dean Anne Gunther, College of Letters and Science

From: Associate Dean Richard Keller, Division of International Studies

CC: Dean Guido Podesta; Assistant Dean Marianne Bird Bear, Division of International Studies

RE: Proposal to Restructure the International Institute as the Institute for Regional and International Studies

April 13, 2015

The attached proposal to restructure the International Institute as the Institute for Regional and International Studies promises to bring higher levels of coordination and efficiency to international and area studies at the University of Wisconsin-Madison. This plan was approved by the International Institute at its plenary meeting on December 10, 2014, and by the Division of International Studies Academic Planning Council on December 16, 2015. The Division of International Studies plans to present the document to the Faculty Senate on May 4, 2015, and to the University Academic Planning Council on May 14, 2015.

An academic memorandum of understanding among the College of Letters and Science, the Division of International Studies, and the Graduate School is included as an appendix.
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 1st, 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 Kloek-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. These 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.
An Academic Partnership Agreement  
College of Letters & Science,  
The Division of International Studies (a.k.a. “International Division”),  
and  
The Graduate School  
Version date: 9 April 2015  

Overview. The College of Letters & Science (L&S, or “the College”) and the Division of International Studies (DIS, or “the Division”) work together to provide and support student learning on international, transnational, and global research, teaching and service at UW-Madison. L&S is home to a wide range of departments and programs that support, pursue, and promote disciplinary and interdisciplinary studies in a global context, and many College faculty and staff who engage in this work participate in the work of the Division to extend this work even further. In L&S, governance bodies (the Academic Planning Council and Curriculum Committee), student service units, and deans provide oversight for all L&S academic activities. In DIS, academic oversight is provided by the Academic Planning Council and by the Institute for Regional and International Studies, which supports delivery of international, transnational, and global coursework (including language training) to both undergraduates and graduate students.\(^1\) Oversight for graduate programs offered by L&S and DIS is also provided by the Graduate Faculty Executive Committee (GFEC), one of the central governance bodies of the Graduate School.

The College and the Division have shared responsibility for several academic programs (undergraduate certificates, undergraduate majors and options, graduate certificates, and graduate degrees and options) that focus not only on particular regions of the world, but also on international, transnational, and global studies. As a College, L&S holds “degree granting” authority and the administrative and student service units needed to award UW-Madison credentials; as a Division, DIS has the expertise to organize faculty and staff to propose, evaluate, and administer those academic programs. Together, these units agree to take on the range of responsibilities enumerated below to ensure effective academic program administration and delivery of services to both undergraduate and graduate students enrolled in L&S programs. In the case of postbaccalaureate credentials, the Graduate School provides admissions and policy oversight.\(^2\)

Scope:

This agreement relates to:

- **All academic programs** within the Division that culminate in a degree-level credential or certificate awarded by L&S (see attached list.):
  - undergraduate majors and options

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\(^1\) Currently known as the “International Institute”, an L&S entity, the Institute for Regional and International Studies is seeking permission to be renamed, relocated fully under DIS, and to articulate the responsibilities cited above.  
\(^2\) The Division of Continuing Studies plays an important role in supporting non-credit programming and for-credit programs that do not lead to credentials; we anticipate that DCS and DIS may need to craft a similar MOU concerning those programs.
o undergraduate certificates
o graduate degrees and options
o graduate certificates

**All academic activities** related to these programs, including:

- Proposals to revise, create, discontinue, or move/relocate certificates, majors, options, or degrees
- Proposals to revise, create, discontinue, or move/relocate subject listings associated with L&S programs administered by the Division
- Proposals to add, change, or delete courses in subject listings associated with L&S programs administered by the Division
- Ad hoc requests to offer courses/programs off-campus, levy special course fees, waive tuition, etc.
- Annual assessment of student learning
- Periodic academic program review
- Advising services for enrolled students
- “Dean’s Services” for enrolled and returning students

**Nature of relationship:**

For purposes of this agreement, which concerns only the academic mission and programs of DIS, the Division will be regarded in L&S policy and procedure to be similar to an L&S department or program, with the Institute for Regional and International Studies (IRIS) serving as the departmental committee overseeing curriculum. Degrees, majors, and certificates administered by DIS, with College-level oversight provided by L&S, will be awarded as L&S credentials, and these programs will be expected to comply with L&S policies and procedures for academic administration. All academic programs and subject listings remain L&S programs and subject listings; degrees awarded and credits generated are credited to L&S. As with other L&S graduate programs, graduate programs administered by DIS will comply with Graduate School policies.

Under this arrangement:

- DIS, through curricular oversight provided by the Institute for Regional and International Studies, organizes design, administration, and oversight of Division academic programs in a manner consistent with the mission and long-term vision of the Division.
- For courses in Division programs that the Division administers directly, DIS will ensure delivery of instruction adequate to allow timely progress for students.
- For courses in Division programs that are administered by other departments and units (whether in L&S or in other schools and colleges), DIS coordinates with these departments and units to ensure delivery of instruction adequate to allow timely progress for students.

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3 This agreement does not include the “Study Abroad” subject listing, which is managed by International Academic Programs per a pre-existing agreement with L&S. That listing exists solely to facilitate transfer of credit for students who participate in UW-Madison Study Abroad programs. No courses are offered in that listing, and IAP submits an annual report to the L&S Curriculum Committee, which provides college-level oversight for this administrative tool.
• DIS provides appropriate program-level advising for students enrolled in Division programs.
• DIS provides “department level” curricular services for Division courses and programs (e.g., timetable management). This work is for purposes of curricular administration only, and is not intended to imply “department-like status”, as defined by FP&P.
• L&S provides “college level” oversight of academic programs, through such mechanisms as the L&S Curriculum Committee, the L&S Academic Planning Council, and L&S Divisional Associate Deans who steward individual departments, faculty and staff to ensure compliance with campus and college policies.
• The Graduate School provides appropriate oversight of DIS graduate programs consistent with Graduate School and the Graduate Faculty Executive Committee policies and procedures.

Procedures:

Requests concerning DIS academic programs will originate from and be approved by the faculty of individual programs, per operating procedures or bylaws of Institute for Regional and International Studies curricular oversight committee. These proposals will be reviewed and endorsed by IRIS before they are submitted to L&S committees for approval. L&S committees will review proposals, and when required, will forward L&S-approved requests to campus level committees for further consideration.

• Course proposals, changes to existing academic programs are reviewed by the L&S Curriculum Committee.
• Requests to create, discontinue, move/relocate, restructure academic programs or academic architecture/support, etc. are reviewed by L&S Academic Planning Council, with additional approval required for postbaccalaureate programs by the Graduate Faculty Executive Committee
• Ad hoc requests to offer courses off-campus, levy special course fees, waive tuition, etc. will follow L&S procedure.

Student Services:

Undergraduate Programs and Students:

• The Division will provide program-level advising for all undergraduate certificates and majors administered under its auspices. Because DIS advisors support L&S programming, they are encouraged to participate as active members of the L&S advising community, including the L&S Advisors Consortium.
• Because L&S will be the academic home for these programs:
  o L&S Student Academic Affairs will work with DIS to provide degree audit encoding for programs administered by DIS, consultation with students and program advisors about L&S degree requirements and academic regulations, and intervention for L&S students who may be on academic probation.
  o L&S Academic Associate Deans will provide standard support for such matters as grade disputes involving L&S departments
• The DIS Associate Dean will address program-level concerns from undergraduate students, in consultation with the appropriate L&S Associate Dean with respect to particular departments as necessary.

Graduate Programs and Students:
• To the extent that L&S Departments and Programs are involved in supporting DIS graduate programs, L&S Academic Associate Deans will work with DIS and with the Graduate School to address such matters as grade disputes involving L&S faculty and departments.
• The DIS Associate Dean, L&S Academic Associate Deans and L&S Graduate Student Administration will work with the Graduate School to address program-level concerns from graduate students

Approval flow (courses, programs):
• Courses proposals and program curricular changes are submitted by program faculty to DIS committee (IRIS) to the L&S Curriculum Committee to the University Curriculum Committee (courses), or to L&S SAA (undergraduate program changes) or to the Graduate School (graduate program changes)
• New / discontinued / restructured programs, subject listings, etc. are submitted by program faculty to DIS committee APC to L&S APC to the Graduate Faculty Executive Committee (Graduate School) and/or University Academic Planning Council (Provost)

Program Review and Assessment of Student Learning:
• Academic Program Reviews will be jointly convened by L&S and DIS, conducted and administered by DIS, and reported to DIS. Review committees will be convened in consultation with L&S and, for graduate programs, graduate certificates and capstone certificates, with the Graduate School, which will appoint a member of GFEC to serve on the committee and report back to that body concerning the program. DIS will submit a report on conclusion of the review to L&S, for review by the L&S APC. L&S will forward information on completed reviews to the Provost’s Office with all other L&S academic program reports. In the case of graduate programs, review documents will be forwarded to the Graduate School, and these program reviews will be considered by the Graduate Faculty Executive Committee.
• Annual Reports on the Assessment of Student Learning in academic programs administered by DIS will be requested jointly by L&S and DIS. Academic Program Assessment will be conducted and administered by program faculty in accordance with DIS procedure/policy, and reported to DIS. DIS will provide a summary report to L&S, which will forward this information to the Provost’s Office with all other L&S academic program reports.
Period for Agreement:

The partners in this agreement will revisit this agreement in five years (AY 2019-20) from the date of signing. Additional review of this agreement may be undertaken within that period, to be conducted at the discretion of the deans.

Guido Podestá  
Vice Provost and Dean  
Division of International Studies

J. Karl Scholz  
Dean, College of Letters & Science

Wendy Crone  
Interim Dean  
Graduate School

April 14, 2015  
April 14, 2015  
April 15, 2015
### Majors, Graduate Programs, Graduate Minors, Graduate and Undergraduate Certificate

#### L&S: Program Home

#### DIS/IRIS: Administrative Support and Curricular Coordination

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2 June 2015

TO: Jocelyn Milner, Associate Provost and Director, APIR

FROM: Elaine Klein

CC: Kimbrin Cornelius, Curricular Administration Specialist
Greg Downey, Associate Dean for Social Sciences
Anne Gunther, Associate Dean for Budget and Finance
Rick Keller, Associate Dean, Division of International Studies
James Montgomery, Associate Dean for Fiscal Initiatives
John Karl Scholz, Dean, L&S
Michelle Young, Academic Planner, APIR
Susan Zaeske, Associate Dean for the Arts and Humanities

RE: Workflow Clarification Concerning Subject Listings Affected by the Request to Rename, Relocate, and Revise Mission of an L&S/DIS International Institute

I am writing to confirm a “workflow” detail omitted from materials L&S submitted in support of the request to rename, relocate, and revise the mission of the International Institute. As you know, program-level faculty oversight and administrative support for L&S programs discussed in the L&S/DIS “Academic Partnership Agreement” will move to the Division of International Studies’ proposed Institute for Regional and International Studies (IRIS). IRIS will provide program oversight similar in nature to oversight provided by departmental curriculum committees, and as such, will need to be afforded approval authority in the Online Course Proposal (OCP) workflow for three Subject Listings housed in L&S centers that are moving under IRIS’ oversight.

298 – East Asian Area Studies (associated with the Center for East Asian Studies)
504 – International Studies (associated with the International Studies major)
525 – Latin American, Caribbean, and Iberian Studies (associated with the Latin American, Caribbean, and Iberian Studies Center)

Faculty associated with these centers and programs will continue to be responsible for creating proposals to add, change or delete courses within these listings. Though IRIS has not yet developed its operating procedures, I expect these requests to be presented to the committee in a manner similar to that used by departments with multiple subject listings, where subareas recommend proposals for approval to the department curriculum committee. These listings will continue to be L&S credit-generating subject listings, and as such, proposals to add, change, or delete courses in them, or to rename or restructure them, will continue to require college-level approval by the L&S Curriculum Committee.

Office of the Dean
College of Letters & Science, The Heart of A Great University

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