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February 8, 2010

To: Phyllis Wise, Provost
Douglas J. Wadden, Executive Vice Provost for Academic Affairs and Planning

From: Gerald Baldasty, Vice Provost and Dean
James S. Antony, Associate Vice Provost and Associate Dean for Academic Affairs

RE: Review of the Jackson School of International Studies

This memo outlines the recommendations on the review of the Jackson School of International Studies (JSIS) and its Bachelor of Arts and Master of Arts in International Studies degree programs. Detailed comments on the program can be found in the documents that were part of the following formal review proceedings:

- JSIS self-study (March, 2008)
- Charge meeting between review committee and administrators (October 13, 2008)
- Site visit (November 20-21, 2008)
- Review committee report (December 19, 2008)
- JSIS response to the report (June 26, 2009)
- Graduate School Council consideration of review (January 21, 2010)

The review committee consisted of:

Raymond Jonas, Professor, UW History (Committee Chair)
Steven K. Herbert, Associate Professor, UW Geography
Marieka M. Klawitter, Associate Professor, UW Evans School of Public Affairs
Robert L. Gallucci, Dean, School of Foreign Service, Georgetown University
John Lie, Professor and Dean, International and Area Studies, University of California,
Berkeley

A subcommittee of the Graduate School Council presented findings and recommendations to the full Council at its meeting on January 21, 2010. After discussion, Council recommended continuing status for the School, with the next review to be scheduled during the 2018-2019

academic year. Specific comments and recommendations regarding the School and its degree programs include the following:

Program Strengths

- According to the review committee, “The School has made significant progress since its last ten year review. ... The committee commends the School and the current director for the great progress made [in bridging the cultural divide between International Studies and Area Studies] since the last program review.” All of the programs are now interdisciplinary and attend to global concerns.
- Eight of the degree focus areas have affiliated Title VI National Resource Centers (NRCs), awarded for the current four-year cycle (2006-2007 through 2009-2010). This places the JSIS at the top nationally both in terms of the overall number of centers and in the total federal funding for area and international studies programs and fellowships.
- The School attracts highly talented students; admission is competitive and undergraduate majors have doubled in the last ten years. The faculty of the School is well regarded for its productivity in research, teaching, and service, enhanced by the many talented affiliate faculty in each of the units.
- The School has become more cohesive as a result of its current efforts to launch a Ph.D. program. This has led to the creation of a more integrated curriculum across all the undergraduate and graduate degree programs, an effort lauded by the review team.

Challenges & Risks

The review committee offered eleven recommendations concerning four areas:

- 1) curricular reform, to include an overhaul of the Masters and undergraduate curriculum;
 - 2) a more inclusive and transparent governance structure;
 - 3) increased staffing and administrative assistance;
 - 4) institutionalization of a relationship between the head of the Jackson School, Office of Global Affairs and its head, the Vice Provost for Global Affairs.
- JSIS has already moved forward to address recommendations concerning the first and second areas in accordance with the suggestions of the review committee. The JSIS has recently taken formal steps in pursuit of the Ph.D. program.
 - With regard to recommendations in the third area, the response noted that the School has increased staff support (through grants) but it is not in a position to increase stipends and salaries or hire more staff, faculty, and administrators given the current financial climate.
 - The response to the recommendations in the fourth area was affirmative, albeit recognizing that it is unlikely the present climate would favor implementation of all aspects. One piece that is anticipated is closer relations to the Vice Provost for Global Affairs, thus addressing another of the organizational weaknesses identified by the self study: “it is the only unit in the entire University whose preoccupation is international affairs not centrally involved in formulating or implementing the international and global vision and mission of the university” (p. 15 self study).
 - Although the review committee did not include the need to increase diversity in their recommendations, the Graduate School Council notes it here. The School’s diversity approximates the numbers that are typical of UW. We would like to see a commitment to

increasing faculty of color, specifically from underrepresented US American groups. The School could set the standard for how US indigenous people and other people of color are part of global scholarship and practice. If the School had more faculty of color from underrepresented US American groups, they would likely attract more students of color.

Areas of Concurrence and/or Disagreement

- There is broad concurrence between the review committee's recommendations and the JSIS response to those recommendations.
- The review committee noted its "enthusiasm" for the proposed Ph.D. program, but "tempered" this enthusiasm because of the lack of articulation between the existing undergraduate and graduate programs and the lack of resources to staff the new program. The JSIS's own report in the area of weaknesses pointed out that it "lack[s] ... control over affiliate faculty who are essential to the well-being of its centers and programs but over whom it has little or no say, particularly when it comes to their replacement when they retire or leave. That is, JSIS has no input or leverage to ensure that these critical faculty members are replaced in kind" (p. 15 self-study).
- The Review Committee's recommendation for an increased profile for the director of JSIS within Arts & Sciences was welcomed by the JSIS but deemed impractical at this moment of budgetary constraints.

Graduate School Council Recommendations

- The School's graduate and undergraduate degree programs should be on continuing status, with subsequent review in 10 years (2018-2019).
- The School should continue in its efforts to respond to the review committee's recommendations.
- The Graduate School Council urges the School to continue consolidating and simplifying its curriculum, to continue its work enhancing student advising, and to actively recruit scholars and students of color, especially African-Americans (and Africans).
- The School should attend to equity in course loads.
- The Graduate School Council recommends that the School move with careful deliberation toward the Ph.D. degree. As the School develops this degree program, it should specifically address the concerns raised by the review committee. When the new degree proposal comes before the Graduate School Council for review, the Council will be looking for a plan that clearly articulates the following:
 - how the Ph.D. program relates to all the programs across the School, both international studies and area studies;
 - the existence of a coordinated curriculum with the existing masters program;
 - that the School has adequate resources for launching and sustaining the new degree program.

We concur with the Council's comments and recommendations.

cc: Ana Mari Cauce, Dean, College of Arts and Sciences
Judith A. Howard, Divisional Dean for the Social Sciences, College of Arts and Sciences
Janice M. DeCosmo, Associate Dean, Undergraduate Academic Affairs

Members of the JSIS Review Committee

Members of the Graduate School Council

Anand A. Yang, Director, Jackson School of International Studies

David Canfield-Budde, Academic Program Specialist, The Graduate School

Jake Faleschini, President, GPSS