



UNIVERSITY OF WASHINGTON
The Graduate School
G-1 Communications
Box 353770
Seattle, Washington 98195-3770

Telephone: (206)543-5900

Fax: (206)685-3234

December 5th, 2019

To: Robert Stacey, Dean, College of Arts and Sciences
George Lovell, Divisional Dean for the Social Sciences, College of Arts and Sciences

From: Joy Williamson-Lott, Dean
Kima Cargill, Associate Dean for Academic Affairs and Planning

RE: Review of the Henry M. Jackson School of International Studies (2018 – 2019)

This memorandum outlines the Graduate School's final recommendations from the Henry M. Jackson School of International Studies academic program review. Detailed comments on the review can be found in the documents that were part of the following formal review proceedings:

- Charge meeting between review committee and administrators (May 8th, 2018)
- Self-Study (December 14th, 2018)
- Site visit (January 28th – 29th, 2019)
- Review committee report (September 24th, 2019)
- Jackson School of International Studies response to the report (November 4th, 2019)
- Graduate School Council consideration of review (December 5th, 2019)

The review committee consisted of:

Anita Ramasastry, Professor and Director, Graduate Program in Sustainable International Development, UW School of Law (Committee Chair)

Turan Kayaoglu, Professor, International Relations, Associate Vice Chancellor, UW Tacoma School of Interdisciplinary Arts and Sciences

James Goldgeier, Professor, School of International Service, American University

Nathan Brown, Professor, Political Science and International Affairs; Director, Institute for Middle Eastern Studies, George Washington University

The Henry M. Jackson School of International Studies at the University of Washington (UW) offers the following degrees: Bachelor of Arts in Asian Studies, Bachelor of Arts in Canadian Studies, Bachelor of Arts in Comparative Religion, Bachelor of Arts in European Studies, Bachelor of Arts in International Studies, Bachelor of Arts in Jewish Studies, Bachelor of Arts in Latin American and Caribbean Studies, Masters of Arts in Applied International Studies, Masters of Arts in China Studies, Masters of Arts in Comparative Religion, Masters of Arts in International Studies, Masters of Arts in Japan Studies, Masters

of Arts in Korea Studies, Masters of Arts in Middle East Studies, Masters of Arts in Russia, East European and Central Asia Studies, Masters of Arts in Southeast Asia Studies, Doctor of Philosophy in International Studies.

Members of the Graduate School Council presented findings and recommendations to the full Council at its meeting on December 5th, 2019. A summary of this report, composed by Graduate School Council Members, is attached to this document.

Graduate School Council Recommendations

The Graduate School Council commends Henry M. Jackson School of International Studies on the strength of its programs, faculty, and students. After discussion, the Council recommended the following:

- Full academic program review in 10 years (2028 – 2029)
- A five-year interim report on progress made toward Review Committee recommendations, especially with respect to the PhD program. (2023-2024)

We concur with the Council's recommendations.

cc: Mark Richards, Provost and Executive Vice President
Patricia Moy, Associate Vice Provost for Academic and Student Affairs, Office of the Provost
Resat Kasaba, Stanley D. Golub Chair and Director, Jackson School of International Studies
Becky Corriell, Director, Academic Affairs & Planning, the Graduate School
Academic unit Review Committee Members
Members of the Graduate School Council
GPSS President

Attachment

University of Washington | Graduate Council

Summary of the review of the Henry M. Jackson School of International Studies

Academic Unit Name

Henry M. Jackson School of International Studies

Degrees/Certificates

Bachelor of Arts in Asian Studies

Bachelor of Arts in Canadian Studies

Bachelor of Arts in Comparative Religion

Bachelor of Arts in European Studies

Bachelor of Arts in International Studies

Bachelor of Arts in Jewish Studies

Bachelor of Arts in Latin American and Caribbean Studies

Masters of Arts in Applied International Studies

Masters of Arts in China Studies

Masters of Arts in Comparative Religion

Masters of Arts in International Studies

Masters of Arts in Japan Studies

Masters of Arts in Korea Studies

Masters of Arts in Middle East Studies

Masters of Arts in Russia, East European and Central Asia Studies

Masters of Arts in Southeast Asia Studies

Doctor of Philosophy in International Studies

Program Strengths

- The Jackson School attracts and serves an increasingly diverse national and international student body.
- The school has an extensive public outreach role as an integral part of its mission. The outreach is mostly carried out through its Title VI-funded Centers, along with other research institutes.
- The Jackson School has a number of distinctive elements compared to peer programs in international studies that offer a richness and a comparative advantage.
- The program has deep roots in many regions and a wide range of global expertise. The Jackson School is also better positioned to prepare students for careers outside of security studies and federal government service, compared to peer programs.
- The Jackson School's undergraduate students are enthusiastic about the School, especially the more practical elements of the curriculum, e.g. the Task Force program.
- The Master's students are pleased with the quality of instruction.
- Administrators and faculty hold positive view regarding the quality of the program and of the students' job placement opportunities.
- PhD students are excited about their program, especially its interdisciplinary orientation and the quality of the faculty.

Challenges and Risks

- Given its many research centers, as well as undergraduate and graduate programs, the Jackson School operates a complex and decentralized system. With fiscal pressures, efforts to ensure that staffing minimizes duplication will require attention to morale, professional development and engagement.
- The complexity also creates a high service load for Jackson School faculty.
- Members of the Jackson School see the urgent need to adapt to a fast changing economic, educational, social, and global environment, especially as enrollments decline in its more specialized programs.
- The School's ability to offer centralized student services – academic advising, career development – is hampered by the requirement to administer so many small programs.
- Shifting student interest and declining enrollments must be addressed through a process of streamlining and professionalizing the curriculum.
- The previous report (2008) described an under-resourced school with a gap between the language and culture focus of area studies programs and the thematic approach of International Studies. This has been exacerbated by shifting enrollments and changing student expectations.
- The Jackson School of International Studies is currently administered as a unit within the College of Arts and sciences, with the director reporting to the Divisional Dean of Social Sciences. This is outside the norm at peer institutions.
- The Jackson School has invested heavily in fields that are global in nature but thus far unconnected to “international studies” where they the Jackson School faculty and programs excel.
- Master's students indicated they need more practical and professional training to prepare them for non-academic careers.
- The faculty must determine how to re-conceptualize the mission and identity of the School in light of current global challenges and new approaches to global and international studies.
- There is a mismatch between advertised length of the PhD program and the time most students spend in the program as many students are preparing for academic career and work as teaching assistants, learn new languages and carry out field work to enhance their academic portfolio.
- There are few funding opportunities for PhD students beyond teaching and research assistantships and often those are uncertain.
- Students find it difficult to find the specialized methods training that they need for dissertation research due to formal and informal barriers imposed by the program departments.

Areas of Concurrence

- There was strong agreement that elevating the status of the Jackson School's director to that of a dean would enhance the School's visibility. The response to the Ten-Year Review Report stated that some of the faculty proposed the creation of a new position of Divisional Dean of International Studies within the College and appoint the new Director of the School to that position.
- The response indicated that more administrative support will be needed regardless of the title of the new leader. This recommendation agrees with the Ten-Year Review Report recommendations. The reorganization of the School's administration will enable the leader, dean or director, to concentrate on implementing new priorities, fundraising and representing the School nationally and internationally.

- The program response to the Ten-Year Review Report provided agreement with the recommendation to consolidate the Master's programs and streamline the requirements.
- There was general agreement with the Ten-Year Review Report that the PhD program is on an excellent path, attracts very strong students who usually graduate on time, and has an outstanding placement record. There was also agreement that there continue to be funding issues and that the identity of the program remains somewhat vague. Therefore, the review committee's recommendation to create a special task force to evaluate the PhD program was endorsed by the program.
- The Ten-Year Review Report recommended that the School move toward professionalization. While the Program Response recognized a potential need, a move in this direction would require a school-wide discussion, revision of the vision and mission, and reallocation of current resources. Concurrence was not as strong on this issue, but further discussion was assured.

Graduate School Council Recommendations

- Consider elevating the title of the director to that of dean.
- Create an additional position with the title of Associate Director to assist in the management of the School and free the director for development and external relations.
- Continue curricular reform to streamline programs to provide more flexibility, compensate for declining enrollments in older programs and design new programs to meet changing needs and to attract new students.
- Further professionalization of the graduate program with curricular efforts as well as support services for students.
- Create a task force to evaluate the PhD program to report back to the Jackson School in one year with suggestions as to how to address the key challenges relating to time of program completion, student funding, access to key methodological courses, and identifying the niche(s) graduates are prepared to fill.
- Provide staffing to support the growth in the School and lay the foundation for future growth in scholarship, instruction, and outreach, in particular by hiring a dedicated human resources manager to focus on recruitment and retention, faculty and staff development and Title IX, diversity and inclusion issues.
- The review committee recommends the task force evaluating the PhD program submit a report with its recommendation to the Graduate School within one year. The committee further recommends the Jackson School submit a 5-year interim report on the PhD program to the Graduate School. The Graduate School Council agrees that a PhD task force is a worthy endeavor but does not agree that the task force report should be submitted to the Graduate School. Instead, the Graduate School Council recommends that only a 5-year interim report be submitted.