ADVISORY BOARD'S REPORT ON RESTRUCTURING THE DIVISION OF INTERNATIONAL STUDIES

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EXECUTIVE SUMMARY

In May 2012, Provost Paul De Luca in partnership with the University Committee appointed a twelve-person shared-governance Advisory Board to the Interim Director of the Division of International Studies. This committee's creation came in response to the report submitted on 17 April to Interim Chancellor David Ward and Provost De Luca by the Ad Hoc Committee to Examine Governance Structure and Organization of UW-Madison's Division of International Studies. As its title suggests, this report offered a comprehensive assessment of the Division's operations, leading to a series of specific recommendations. The Advisory Board, composed of nine faculty and three staff, met monthly over the 2012-2013 academic year in fulfillment of its dual charges: to serve as a quasi-APC for Interim Vice-Provost/Dean Guido Podesta; and to formulate a response to the Ad Hoc Committee's recommendations. This report outlines the Advisory Board's responses in the form of proposals for the restructuring of the Division in the interests of the university's stated commitment to internationalizing research, education and service/outreach Its recommendations seek to render the Division, its subsidiaries and its operations more accountable to, and navigable by, the university community and external constituencies. This summary presents a brief enumeration of the Advisory Board's recommendations, which include:

1. The retention of a Division of International Studies under the direction of a Vice-Provost/Dean. The Division will serve as the hub, coordinator and resource for international research, teaching and outreach activities on and off campus.

2. The retention and institutionalization of the Advisory Board as a quasi-Academic Planning Council to act as a shared-governance body in partnership with the Vice-Provost/Dean.

3. An emphasis on the university's stated commitment to the globalization of research, teaching, and service/outreach throughout UW-Madison, the strengthening of budgetary and administration ties to central administration, with a concomitant loosening of those ties with the College of Letters and Science.

4. The reorganization of the Division into four administrative/functional sub-units or "pillars", under the supervision of associate and assistant deans:

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Research: Led by an Associate Dean (faculty) this pillar would house research and graduate training, incorporating oversight of existing centers, programs and initiatives currently included in the International Institute (which would cease to exist in its current form), in addition to the coordination of programs and initiatives across campus that are not currently part of the International Institute.

Global Student Engagement: Also headed by an Associate Dean (faculty), this pillar would oversee undergraduate exchanges, study programs, degree programs, and vocational activities involving international or global study.

Finance and Operations: As its title states, this pillar would manage administration, budget, human resources, IT, and support activities, under the supervision of an Assistant Dean (staff).

External Communications, Advancement and Outreach, under an Assistant/Associate Dean responsible for coordinating and integrating all Division activities in these areas.

5. The creation of a new name and mission statement for the Division, to convey more clearly the breadth of its activities—research, teaching, outreach/service—but also to communicate effectively its role in the university's interactions with international/global communities.

6. The initiation over the summer and fall of 2013 of consultation and discussion with interested faculty, staff, students and governance bodies across campus, to refine these proposals and to develop broad support for a revitalized Division of International Studies.

These recommendations stem from the Advisory Board's firm conviction that the Division of International Studies should possess the authority, visibility and resources commensurate with its role as the chief unit for the implementation of the globalization priorities set out in the recent reaccreditation exercise.

REPORT OF THE ADVISORY BOARD TO THE INTERIM DIRECTOR OF THE DIVISION OF INTERNATIONAL STUDIES

In the spring and summer of 2012, Provost Paul DeLuca, in consultation with the university's shared-governance bodies, created the "Advisory Board to the Interim Dean of the Division of International Studies." As stipulated in the provost's charge, the Board would perform two related functions: first, it would serve as the interim dean's governance board, including advising and consulting with him about the Division's initiatives and activities; second, its members would review the recommendations outlined in the report submitted that spring by the "Ad Hoc Committee to Examine the Governance Structure and Organization of UW-Madison's Division of International Studies." In conjunction with that latter brief, the board was instructed to "advise the Dean, Provost, and Chancellor on these recommendations." This document reports on the board's activity in both of its roles, with special emphasis on a set of recommendations for the reorganization of the Division of International Studies in response to the Ad Hoc Committee's report.

Board Activity

The committee originally comprised twelve members, appointed by the Provost and the governance councils, drawn from faculty and administrative personnel representing a broad variety of colleges and schools, as well as the Division itself. Over the course of the academic year, a variety of circumstances necessitated the eventual withdrawal of one member, while other demands limited the participation of

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professors Allen and Corradini. Beginning in September, 2012, the Board met monthly, with attention to each of its assigned tasks. The first three meetings were largely informational in nature, featuring briefings by Interim Dean Guido Podesta on current and developing issues in the Division. These initial meetings also featured presentations by senior staff, who acquainted Board members with the Division's educational, budgetary, and external relations structures and operations. In addition, between meetings, Podesta consulted routinely with Advisory Board chair David McDonald on more urgent or short-term questions and issues, with fuller discussion by the full Board when necessary. In addition, Division staff provided Board members with an administrative organizational chart and a comprehensive inventory on the various initiatives and programs operating under its purview. All of this information provided the Board with a comprehensive overview of the Division's organization and functions. This area of the board's work, supplemented by discussions with Division staff and Podesta, largely confirmed many of the observations registered in the Ad Hoc Committee report.

At the Board's December meeting, members began consideration of their responses to the Ad Hoc Committee's recommendations. These latter became the starting-point for a more thoroughgoing discussion about how to reorganize the Division to increase its transparency, structural coherence, and visibility as the campus hub for international research, instruction, and outreach/collaboration. By this time, Board members agreed strongly that this body should become a permanent governance structure, on the model of APCs in other campus units, to work with the Vice-Provost/Dean in assessing the Division's operations and policies, as stated in the Ad Hoc Committee's call for clear "governance pathways" in the formation and implementation of policies. The same discussion indicated the need for a strong statement of the Division's mission, which would clarify to the university community and external constituencies the unit's centrality to the various global and international operations housed in or coordinated by this unit. At the same time, the Board noted with approval that Podesta had already followed the Ad Hoc Committee's recommendation to create a faculty steering committee to oversee International Academic Programs, creating yet another "governance pathway." Further, Board members also agreed with the Ad Hoc Committee's proposal to reduce the titles for the Division's chief executive, but also supported the recommendation that the incumbent should retain the twin roles of Vice-Provost and Dean of International Studies. This dual title would give the incumbent entrée to discussions at the provostial level of campus administration, while also maintaining involvement and visibility in the Dean's Council. These last considerations sprang from another fundamental point of agreement among Board members: given the prominence accorded "internationalization" in the UW-Madison's last reaccreditation self-report, faculty, staff, students, and administrators have to regard the Division of International Studies as a truly campus-wide unit. McDonald and Podesta conveyed these initial recommendations to Ward, De Luca and the University Committee during the winter break.

At their January and February meetings, Board members proceeded to concrete and substantive discussion of reforms and restructuring that would enable the Division to take its proper place as the hub/coordinator of the university's international/global research, instruction, and outreach activities. These discussions also drew on information about similar efforts at peer institutions to restructure, integrate or stabilize their international activities. Not surprisingly, our peer institutions had devised a variety of institutional responses to the twin challenges of sustaining existing regional and international research and instructional programs, in addition to enhancing newer initiatives in their international activities. The experiences of these other efforts brought two important issues into relief. First, Wisconsin's challenges proved not to be unique. Initiatives to promote "internationalization" or "globalization" had sprung up piecemeal at many universities in response to the dynamic international environment of the post-Cold War era. As had happened at UW-Madison, this new programmatic emphasis on the international element in the university's mission had yielded sedimentary structures, and legacy governance cultures and systems in which *ad hoc* initiatives and programs took shape alongside or on top of such previously existing programs as the

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federally funded Title VI National Research Centers [NRCs] devoted to interdisciplinary research and teaching regarding specific regions. And, as at Wisconsin, budgetary pressures—especially the 47% contraction of Title VI funding for NRCs—had revealed a series of organizational problems associated with coordinating and giving direction to the discrete units, initiatives and programs housed under the broader rubrics of "global" or "international" activities. These sister institutions devised varied responses to these challenges, running the gamut from the creation of new "Schools" of international or global studies, replete with tenured faculty drawn from various disciplines, to lower-profile centers or institutes. The Advisory Board chose a middle road to reflect the relative decentralization of Wisconsin's administrative and intellectual cultures. Members saw the virtues of maintaining the Division as a non-tenure-granting unit, but also sought means by which to rationalize its administration and enhance its visibility on campus, as a way to encourage faculty, staff, and students across campus to regard and utilize it as an indispensable resource for pursuing new initiatives or coordinating existing programs.

These discussions resulted in the crystallization of several guiding principles and recommendations for the reform of the Division. At a four-hour retreat on March 12, the Board outlined an organizational restructuring of the Division that would best reflect these principles and incorporate the salient recommendations from the Ad Hoc Committee report. General principles guiding the Board's deliberations included:

1. The necessity to balance "local" initiatives in other campus units with the coordination, information and expertise that the Division can offer. Ideally, those units seeking to retain programmatic autonomy would come to see the Division as a valuable partner and resource for the support of these efforts. At the same time, a more centralized and active Division would be able to take its place as the university's leader or hub for the internationalization of the university called for in the last reaccreditation exercise.

2. The desirability of coordinating, to the extent possible, existing international programs or initiatives—e.g. the Global Health Institute—with the area and international studies centers currently housed in the International Institute. Such a reform would provide the twin benefits of encouraging collaboration—including the use of regional expertise—on issues of joint interest. It would also help promote the current reconceptualization of the mission to be filled by area and international studies centers, given both changes in the nature and production of regional or international knowledge, but also the uncertainties associated with the Department of Education's future support for Title VI programs. Also, the integration of existing International Institute units into the DIS would allow for administrative development and increased efficiencies, especially in such areas as budgeting, outreach, communications, and advancement.

3. The importance of reorienting the fiscal and administrative ties binding the Division and the College of Letters and Science. The Division should become, in both practical and symbolic senses, a "Bascom"-centered unit, like other divisions, schools, and colleges. Such a shift would produce multiple returns. It would give institutional expression to the university's commitment to globalization/internationalization, which figures so prominently in the reaccreditation documentation. This reorientation would also encourage the strengthening of ties with the other schools and colleges on campus. It would also confer on the Division clear authority as the anchor of international research, educational, and outreach/service on campus. More concretely, such a measure would create greater fiscal stability and budgetary clarity.

4. A commitment to increased resources to support international initiatives in the domains of research, teaching and service/outreach. The Board views this as a critical component of sustainable growth and development in the global arena.

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5. A campus-wide "rollout" period should precede the implementation of any restructuring, so as both to educate the university community about the Division and its role, as well as allowing appropriate stakeholders' suggestions for reconsideration or revision of the Board's recommendations.

Other guiding considerations addressed other challenges and opportunities. Board members sought a "Wisconsin" solution, i.e. one honoring the campus governance culture, but also one that would clearly associate the Division with the principles of the Wisconsin Idea, at the state, national, and international levels. In the same vein, the Board agreed that the restructured Division required a clearly enunciated mission statement to highlight its presence and role as a university resource, as well as providing a clear set of values and strategic priorities for policy. Finally, the Board recognized a series of issues or questions whose resolution lay beyond our charge. Thus, this proposal omits any recommendation on the current discussions associated with foreign language instruction and the relationship between L & S, on one side, and the Language Institute and the "Van Hise departments," on the other. The Board also recommended that the budgets for and administrative authority over the centers and programs currently housed in the International Institute be moved from Letters and Science to the Division of International Studies. The Board further recommended that the Division continue to receive funding for its participation in the recruitment and retention of faculty/staff involved in international research, instruction or outreach. Finally, several Board members noted that the current "cost recovery" basis of International Academic Programs often complicates its operations and merits further inquiry. Similarly, the future Advisory Board or central administration should consider ways in which to encourage other colleges and schools to adopt their own internationalization strategies, and to offer support in such endeavors, as proposed by the Ad Hoc Committee. Ideally, this work would involve forging strong ties with the Division, for purposes of cross-campus coordination and leverage, but also to encourage other units to take advantage of the resources and expertise housed within the Division.

Finally, the Advisory Board has already begun discussion of the following recommendations with interested parties in the Division and on campus. In April, McDonald and Podesta gave a summary of these recommendations to the University Committee; the same month, the full Board presented its draft recommendations to De Luca. Also in April, representatives of the Board presented these proposals to the Executive Committee of the International Institute. These initial discussions served as a useful prelude to the campus-wide conversations that will take place during the fall of 2013.

RECOMMENDATIONS FOR RESTRUCTURING THE DIVISION OF INTERNATIONAL STUDIES

The balance of this report offers a detailed outline of the Advisory Board's recommendations for the restructuring of the Division of International Studies. The appendices contain a schematic representation of the proposed restructuring and allocation of responsibilities. This proposal entails the demarcation of four subsidiary units—or "pillars"—under the authority of a Vice-Provost/Dean of International Studies, according to function/mission: 1) a "research" pillar to foster coordination among research units across campus (centers, programs, or institutes devoted to area or international studies) as well as to provide oversight for the units administratively housed in the DIS, directed by a faculty Associate Dean holding a 50% appointment; 2) a pillar dedicated to "Global Student Engagement," which would house the Division's educational and vocational programs with an international or global reach, led by an Associate Dean on the same terms as apply to her or his counterpart in Research; 3) an office for Finance and Operations would function under the direction of an Assistant Dean drawn from existing Division staff; 4) finally, another Assistant or Associate Dean would direct an office of External Relations, Communications, and Advancement. These proposals address most, if not all, of the recommendations from the Ad Hoc Committee report, as noted in the information below. Thus, our recommendation that the Division be headed by a Vice-Provost/Dean accords in large measure with the Ad Hoc Committee's proposal, including the institutionalization of the Advisory Board as a quasi-APC for the Division.

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Senior Leadership

After thorough consideration, the Advisory Board chose not to support the Ad Hoc's "Division of International Studies Recommendation 1," advocating the dissolution of the Division. To the contrary, Board members concluded the restructured Division would provide new focus and coordination to the university's international mission. However, the Board suggests a renaming of the Division. This would permit due attention to "branding" the Division and its mission in strategic and positive ways, while also distinguishing the new Division from its predecessor, with a view to attracting external support. The new name should underscore the Division's centrality as a coordinator or sponsor of international research, teaching/learning, and outreach/service on campus. At the same time, the Board strongly recommends the creation of a new mission statement for the Division, which clearly and concretely identifies this unit's role and goals, for personnel within the Division, members of the campus community, and off-campus constituencies interested in its services.

Vice-Provost/Dean for the Division of International Studies

The proposed nomenclature offers a simplification of the previous title, in order to underscore the position's responsibilities as a member of the central administrative team, while also ensuring continued involvement in the Deans' Council. This office would preserve the functions currently associated with the position. [Ad Hoc "Senior Leadership Recommendations," 1-4.]

DIS Advisory Board

A shared governance body filling the role of an Academic Planning Council for the Division, this committee should include faculty and staff representatives, whether elected under UC and ASEC auspices or nominated directly by these councils. Working in conjunction with the Vice Provost/Dean, this body could consider other measures proposed by the Ad Hoc Committee in their "Senior Leadership Recommendations" 5 and 6.

Administrative and Operational Divisions

Pillar 1: Research

One of the four pillars of the Division of International Studies will focus on research and will be headed by an Associate Dean for Research.

The key functions and activity in this pillar will include:

- Supporting research for faculty related to international and area studies
- Supporting research and training for graduate students and undergraduates, including overseeing selection of FLAS fellowships
- Intellectual community development, including support for regional or thematic events, seminars, etc.
- Coordination and support for visiting post-docs and faculty
- Library support as related to international and area studies
- Participate in the maintenance of a web portal for all international research activities to improve cross campus awareness and collaborative potential for international research

Existing units manage many, but not all, of the above activities. **In particular, the member units of the International Institute, which are currently administratively housed in L&S or the current DIS, should all be administratively moved to the DIS under the purview of the new Associate Dean for Research in the DIS.** These units include:

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- Center for East Asian Studies
- Center for Southeast Asian Studies
- Center for South Asia
- Middle East Studies Program
- Center for Russia, East Europe and Central Asia
- Latin American, Caribbean, and Iberian Studies
- African Studies Program
- European Studies Alliance:
    - Center for European Studies
    - Center for German and European Studies
    - European Union Center of Excellence
- Global Studies:
    - Global Cultures Program
- Any new regional programs or initiatives, or any new thematic programs or initiatives explicitly related to international affairs

In addition to the International Institute member units, however, there are several other programs on campus oriented toward international research. **While not necessarily under the administrative purview of, nor reporting to, the Associate Dean for Research, appropriate lead personnel from the list below (along with those from the list above) should comprise a cross-campus steering committee to consult with the Associate Dean for Research.** This group would meet at least once a year, and could provide a forum for feedback and input into the budget, priorities, and organization of research in the DIS. Representation would come from the above units (current International Institute units) as well as the following:

- Global Health Institute
- Global Legal Studies
- Nelson Institute International Initiatives
- Center for International Business Education & Research (CIBER)
- Selected research centers in CALS
- Language Institute

This list is partial and could be amended as necessary.

Rationale for this structure:

There is a pressing need for improved awareness of all international research at UW-Madison. The primary motivation for bringing these units—located in colleges and schools across campus, in addition to L&S or the DIS—together under the Associate Dean for Research would be to support coordination and communication across units and across campus. Such a measure would serve both on-campus demand for enhanced collaboration on innovative research proposals, as well as external communications, by publicizing the full extent and vitality of UW's international research and engagement.

The goal would not be to centralize governance of the units, but rather to provide institutionalized opportunities for collaboration and cooperation among units. Coming together under the direction of an Associate Dean for Research in the Division of International Studies provides a mechanism for coordination that does not currently exist on campus.

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Another important innovation in this recommendation is that it would explicitly move beyond a region-focused basis for centers related to area and international studies. Instead, regional centers such as those in the current International Institute would be preserved and strengthened, while it would also strengthen the potential for the development of new centers or programs with dedicated thematic or cross-regional emphasis. This better integrates existing thematic and cross-regional centers with the regionally based centers. At the same time, the integration of these activities under a clear administrative structure permits clear and concrete accountability various campus-sponsored "initiatives" and relationships, while creating a structure for assessment of their sustainability and alignment to broader strategic goals.

The flexible structure we propose would allow for the creation of new activities that are not currently in existence, but which are supported by existing units, such as coordination and support for visiting post-docs and faculty related to regional or thematic centers.

With regard to resources, some units could continue to function as they are, but for smaller units whose budgets are more constrained this new structure within the DIS would present an opportunity for staffing efficiency where administrative and support staff could be managed and supported by the DIS largely within the Finance and Operations pillar.

Additional explanatory comments:

The International Institute

This structure would replace the International Institute. In 2012-13 the governance mechanisms and membership structure of the International Institute were significantly revised. A number of institutional improvements in transparency and efficiency were achieved, including the formation of an executive committee that oversees the work of the Institute, and which is composed of the faculty directors and associate directors from the Title-VI funded area centers (Center for East Asian Studies, Center for Southeast Asian Studies, Center for South Asia, Middle East Studies Program, Center for Russia, East Europe and Central Asia (CREECA), Latin American, Caribbean, and Iberian Studies, African Studies Program, Center for European Studies, and Global Studies) and the Middle East Studies Program (MESP), which is a region for which there is no Title-VI funded center. These changes are reflected in the bylaws that were unanimously endorsed by the International Institute's Academic Planning Council at its February 13, 2013 meeting.

Importantly, the membership of the International Institute is based on regional representation, where the lead units are the Title-VI funded area centers listed above. While this structure represents a step forward in that it recognizes the de facto membership of the Institute and replaces a structure in which non-participating units were de jure members. Nonetheless, even the current structure poses important problems. First, for the DIS to be effective in a globalization strategy it is critical to forge cross-campus connections, beyond L&S-based units, and to move away from a structure dominated by historical regional distinctions that may no longer be appropriate. Important countries such as Afghanistan and Turkey fit only awkwardly within the existing regional structure; for many scholars and students, other current regional definitions (such as Eastern Europe, for instance) have become artificial or anachronistic in view of global changes since the late 1980s. Moreover, such thematic programs as those in human rights, public health, or international security have too little representation among the units that currently comprise the International Institute, particularly in view of their recent growth and the regional or transnational approaches that often inform them.

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Another central problem with the International Institute concerns administrative efficiency. Title-VI funded centers underwent severe cuts in federal funding (approximately 47% in 2011-12 and 4.6% for 2013-14) as well as from L&S and DIS (approximately 18% in 2013). This has necessitated making difficult decisions regarding staffing while trying to honor Institute priorities.

A persistent issue that arose repeatedly during months of discussion about administrative restructuring of the Institute concerns administrative overlap with other parts of DIS. In staffing for finance, logistics, communications, advancement, and outreach, for example, the question arose of how Institute staff would work with DIS staff, and whether it might be more efficient to have one integrated administrative structure.

In our view, it would be more productive and efficient to merge the administrative staffs of the centers with the DIS, rather than keep trimming administrative staff from area centers as has been done since the major 2011 cut in federal funding. By doing so, many positions would fall under the new Finance and Operations pillar, but some would fall under Advancement, and some, including the faculty and associate directors along with their centers would fall under the purview of the Associate Dean for Research.

Finally, the name "International Institute" overlaps confusingly with the Division of International Studies, the International Studies major, and International Academic Programs (study abroad). For students, faculty, and visitors trying to navigate international studies on campus, the existence of the International Institute and its relationship to the DIS is a constant point of confusion and will continue to be so as along as multiple entities with similar names exist. It might make sense for the Title-VI funded area centers to maintain some kind of coordinating body, but the name "International Institute" should be replaced with something more distinctive and less ambiguous.

Governance

The governance of the new Division of International Studies as a whole should adhere to UW-Madison norms of shared and faculty governance. Since 2012, the cooperation of faculty and staff in the DIS and International Institute has resulted in important steps to improve transparency and trust in governance structures related to area and international studies: this process should continue. Two additional comments however are in order:

It will be critical to determine a fair and effective process for selecting the Associate Dean for Research. It goes without saying that this person should be a senior faculty member with a distinguished research record and excellent leadership capabilities, as well as a background in area and international studies. It would also make sense for the Associate Dean for Research to have a formal connection to the Graduate School as well as to at least one of the units in the research pillar. However, to achieve the goals of this restructuring of the DIS, the Associate Dean for Research must also have the support of the majority of faculty in the units in this research pillar. Therefore, special attention to the process for selecting an effective Associate Dean is imperative.

Second, the current governance structure for the units comprising the existing International Institute (listed above) is not standardized; oversight and accountability regimes vary widely from center to center. Thus, in additional to improved transparency and governance at the level of the DIS and the Associate Deans, the governance of each unit under the purview of the Associate Dean for Research should be reviewed and modified to conform to shared and faculty governance procedures as necessary.

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Relationship of this recommendation to the Ad Hoc Committee's Report

This new structure addresses many of the "challenges and concerns" outline on pp. 2-3 of the Ad Hoc Committee's Report. In particular, it responds to the issues of transparency, governance, and isolation of the DIS from other units on campus that the report noted. By including units from across campus into one integrated research structure, the DIS will become a more effective leader in area and international studies across campus. In addition, by ensuring a fair process for selecting an Associate Dean for Research and setting up an Advisory Board within the research pillar, various issues related to transparency and governance pathways can be addressed.

The two recommendations from the report, "Division of International Studies Recommendation 4" and "Division of International Studies Recommendation 5" (pp. 9-10) merit further discussion here. Those recommendations were (respectively) to move the International Institute administratively to the College of Letters & Science, and to set up an International Institute "governing body" with cross-campus representation.

Given the above discussion about the progress and challenges of restructuring the International Institute since 2012, we contend that moving the International Institute to L&S would be a mistake at this juncture. To the contrary, we recommend moving *all* of these units into the DIS. As noted above, the integration of units across campus and in thematic cross-regional centers or programs will be nearly impossible in the current regionally oriented International Institute framework. In addition, it is unclear if L&S will continue its current level of support to the area studies centers, as suggested by the 18% cut to centers in 2013. From both a substantive research perspective as well as a budgetary perspective moving the units of the International Institute into L&S therefore is not recommended.

As for the recommendation about a governing body (Division of International Studies Recommendation 5), the Divisional Advisory Board proposed by our own committee would serve this function.

Pillar 2: Global Student Engagement

The second of the four pillars of the Division of International Studies will focus on students' global experiences and engagement and will be headed by an Associate Dean for Global Student Engagement.

The key functions and activities in this pillar will include:

- Developing and supporting study abroad programs, international service-learning, and international internship experiences
- Developing and supporting initiatives to globalize programs and courses on campus
- Developing, supporting, coordinating and monitoring degree and non-degree (e.g., certificate) programs in global education across campus
- Identifying and coordinating online educational offerings that have a global reach (e.g., Massive Open Online Courses)
- Identifying opportunities and support for students to engage in global research
- Identifying and leveraging global resources locally to maximize student exposure and opportunities for global studies
- Creating a visible web and on campus presence for global engagement and studies
- Providing services and advising for domestic and international students engaged in global initiatives & programs
- Identifying and supporting global student organizations
- Collaborating with relevant units (e.g., DOIT, DCS) that are engaged in new programmatic and technological developments that engender a reshaping of UW-Madison's global footprint.

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While there is clearly a significant connection and overlap between Pillar 1: Research, and Pillar 2: Global Student Engagement, the Board feels that providing our undergraduate and graduate students with a breadth and depth of global experiences and opportunities must be one of our top priorities. Strategically, the Division should also consider extending these learning and engagement opportunities as a means for creating and sustaining contact with a growing alumni population, via such media as MOOCs and other forms of outreach. This emphasis aligns with our university's mission and figures repeatedly in the reaccreditation review documents. The Board feels that part of a UW 'branding' would be the visible, interdisciplinary, fully integrated nature of global studies at UW, and the creation of a mission statement reflective of our goals to ensure that students become world citizens.

It is clear that a robust study abroad program is critical to sustaining a globalization agenda, with multiple varieties of programs on offer. Currently, International Academic Programs handles study abroad programs for campus, and we recommend that they continue to do so as an integral part of Pillar 2. However, we believe that IAP's current "cost-recovery" budget regimen merits assessment by the program's administrators, the Vice-Provost/Dean and the future Advisory Board, to determine whether it offers the best basis for operating such a broad variety of programs. Finally, some members of the Advisory Board suggested that there is a need to expand IAP's services to better serve the needs of graduate students, as well as undergraduates.

In addition to the further development of new, and maintenance of existing, programs that offer opportunities abroad, the Board recommends that attention to globalization on our campus be a key priority for this pillar, as well as the entire restructured Division. We advocate the increasing integration of global issues and content across programs and courses on campus. We also feel that it is imperative to make use of technological innovations on campus to link with global others (institutional, professional and other partners) for collaborative teaching and learning, so as to bring diverse global perspectives into our classrooms. These initiatives and areas of emphasis will impose a learning curve on many faculty and staff, but the Advisory Board prefers this alternative to simply maintaining global studies' current status as a specialized and/or extraneous "add-on," rather than a core curricular component. The Division must offer adequate support for faculty to develop expertise in order to grow this component of their curriculum and practice, and ultimately to change the culture of campus to embrace globalization throughout and across disciplines.

Indeed, the encouragement of and support for faculty to develop cross-disciplinary initiatives that engage students in global studies and research, both domestically and abroad, constitutes a critical component of this pillar's mission. This will require strengthening collaboration and communication with the Research Pillar of the new Division, as well as with other entities (including the increasingly active Division of Continuing Studies). It is clear that a number of undertakings already described, such as the development of a 'global community,' support for events, and strengthening library resources will be shared between Research and Global Student Engagement, and the two Associate Deans who head the respective pillars must work closely together. Additionally, the director of this pillar should establish strong ties with the existing Educational Innovations initiative on campus and with the ongoing Madison Initiative for Undergraduates. There must also be close working relations with entities such as the Morgridge Center, the Division of Continuing Studies and other project- and initiative-sponsoring units on campus and in the local community, in order to create multi-pronged, multi-partner global initiatives, while minimizing unnecessary and confusing duplication or parallelism. Finally, there exist a number of student organizations on campus dedicated to global development and work, with multiple areas of overlap in mission, geography, activities and prospective members. Keeping track of these, coordinating their activities, and making their work visible would benefit students, and would provide new opportunities for branding and advancement.

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Degree and non-degree programs such as the Development Studies Ph.D. and the International Studies undergraduate major, currently managed by Global Studies, should be subsumed within this pillar. Currently, there exists across campus a broad array of programs, including certificate programs, whose variety and location in individual colleges and programs make it difficult for students to navigate, unwieldy to monitor and manage, often creating significant overlap in curricular requirements. Students should have one central unit that can organize and provide advice about campus program offerings. The Board feels that each College/School on campus must be tightly connected to this pillar to facilitate the coordination of initiatives and programs across campus and to infuse global and area studies seamlessly into the work of each unit, thus allowing students to move fluidly and flexibly across offerings to maximize the impact of their "global engagement."

Finally, international students currently receive advice, information and resources from various entities, particularly International Student Services (ISS). Domestic students who wish to engage in international studies and activities are usually advised by particular programs, once they are able to locate them. We recommend strong collaboration between International Student Services and the people and units operating within this pillar in order to streamline advising and to enhance students' ability to locate and utilize resources. This collaboration will also provide a strong foundation to better engage and integrate international students on the UW-Madison campus.

The above recommendations align with the broad tenor of the Ad Hoc Committee's report. The report emphasized the need for greater coordination, and increased transparency, in the direction of the university's international activities. The creation of an overall APC-like shared-governance body to work in conjunction with the Vice-Provost/Dean (analogous to the "International Activities Planning Council" recommended on p. 6 of the Ad Hoc report), together with the recently created IAP advisory body, will ensure that information about student-related initiatives is shared, and that the exercise of due diligence is enhanced. The creation of the above governing body, along with a Global Student Engagement pillar (led by an Associate Dean for Global Student Engagement) will also provide the human resources to delineate the recommended "governance pathways" for education-related special initiatives (as recommended on page 11 of the Ad Hoc report), as well as ensure that more enhanced coordination takes place between the multiple study abroad units on our campus (see p. 9 of the Ad Hoc report). Furthermore the people and units associated with this pillar will have the capacity to play important coordination and leadership roles in ongoing and future discussions regarding general education requirements with a global and/or international dimension, reaccreditation, and also the development of any formal internationalization strategy for the University (see pages 13-14 of the Ad-Hoc report). Thus the above recommendation supports many of the key elements of the Ad Hoc report.

Pillar 3: Finance and Operations

Integration of Operations (Division of International Studies, International Academic Programs, member programs of the International Institute)

The Division of International Studies administration office strives to lead efficient and effective business operations that contribute to the success of all units within the Division. This office provides services, consultation, and oversight in the areas of finance, human resources, information technology, facilities/space, grant management, and logistics. The goal of this office is to support and advance the work of the faculty and staff engaged in international research, teaching and learning, as well as external relations and advancement. The integration of human resources and financial duties, positions, and functions within the Division of International Studies and the Area and International Studies Centers is one of the most effective ways to "enhance efficiencies and scale up innovation by rationalizing activities and

(continued)

functions." This consolidation will help to eliminate one of the central concerns that the Ad Hoc Committee identified—the opaque process of funds-allocation in the Division of International Studies and its various units (or the appearance thereof).

While the member programs of the International Institute will retain their own identity as separate and distinct entities within the Division of International Studies, existing personnel may be reassigned to perform duties more in line with their most developed skills. There is a great deal of horizontal integration in the area studies centers—nearly everyone has parceled out portions of HR and financial work to two to three individuals associated with the centers. This means Assistant and Associate Directors, as well as Outreach Specialists, expend time and effort learning the constantly changing intricacies of University payment and processing of HR and finance. The reorganization of many .25 FTE positions (often two to three per individual employee) into more clearly defined and coherent positions is a primary challenge in the implementation of this plan. Centralizing these positions and functions under the leadership of an Assistant Dean for Finance and Operations would create necessary efficiencies of scale. On one hand, several FTEs would focus entirely on the financial and administrative functions of the DIS, while other staff currently involved in at least a part of those functions will be released to focus on other tasks (e.g., grant writing and reporting, teaching, fundraising, educational innovation).

This plan also speaks to the current request for restructuring of the area and international studies centers currently housed in the International Institute. These centers have been under financial pressure since the 2011 47% cut in federal funding, and are now also facing a cut of approximately 18% in 101 funds. Hence, the staffing efficiencies from the reassignment of positions outlined above is probably the only way to maintain center priorities within the current budgetary constraints.

Given the complexity of study abroad program accounting and financial processing, the financial specialists within International Academic Programs will continue to report to the associate director of IAP. The IAP financial specialists will receive regular communication from the Financial Program Supervisor and attend relevant meetings with the other staff of the finance and operations office.

Structure, Positions, Roles and Responsibilities

Assistant Dean: Academic Staff, supervisor of all personnel and functions below

Fiscal Management – Financial Program Supervisor and Financial Specialists

- Grant and contract management: developing budgets, creating records, purchasing goods and services, tracking spending, making payments, preparing reports
- Annual budget development and management, operational data analysis
- Effort coordination: tracking effort, preparing reports
- Process direct payments and PIRs
- Process cost transfers and e-reimbursements
- Manage foundation accounts and trust funds
- Prepare and present reports on all funds
- Provide financial management of special projects and initiatives: UW-Madison Shanghai Innovation Office, Nazarbayev University project, Wisconsin China Initiative, etc.

(continued)

Human Resources – Human Resource Assistant

- Manage personnel activities, including Unclassified, Classified, Student Hourly, Graduate Assistants
- Manage payroll and benefits
- Manage administrative tasks related to ongoing HR needs
- Support recruitment and retention
- Assist with professional development planning

Information Technology – Senior Information Processing Consultant

- Provide workstation support including: computers, check-out equipment, security, updates, landline phone support and inventory
- Provide server support including: user access control, file server, application server and e-mail support
- Provide web hosting framework for over 70 divisionally-related websites
- Serve as liaison with campus IT community including: campus IT policy, security, and Administrative Excellence

Administrative support and logistics – Administrative Program Specialist

- Assist with meeting support and scheduling
- Assist with travel and lodging arrangements
- Purchasing
- File maintenance (archival, e-copy and hard copy)
- Provide project management services

Currently, the following units of the DIS fall into this rubric:

Units of the Division of International Studies

- Dean's Office
- European Studies Alliance (ESA)
- Global Studies
- International Academic Programs (IAP)
- International Institute (jointly with L&S)
- International Internship Program (IIP)

Units whose finance and HR processes would be consolidated in the current DIS structure above (from L&S) include:

- African Studies Program
- Latin American, Caribbean and Iberian Studies
- Center for Russia, East Europe and Central Asia
- Center for Southeast Asian Studies
- Center for South Asia
- Center for East Asian Studies
- Middle East Studies Program
- International Studies Major

(continued)

Pillar 4: External Relations and Advancement

The new Division of International Studies, incorporating the member units of the International Institute, will need to work with faculty and staff on a variety of important resource development, communications and external relations tasks. Such tasks will become even more important as the University moves into a capital campaign and the Vice Provost and Dean takes on additional and significant fundraising responsibilities for international studies at Madison.

Within the new structure for the Division, these areas of work will be headed by an Associate or Assistant Dean for Advancement and External Relations. That individual may be either a faculty or staff member, to be determined later based on needs and budgetary issues.

This portion of the Division will be responsible for:

- **Resource development** for international studies, including participation in a capital campaign, relations with private foundations, government funders, the business community, and others providing resources for international studies;
- **External relations** for the Division, including delegation hosting, memoranda of understanding, contracts and other tasks;
- **Communications**, including Web and social media presence [*see also "key functions" for the Associate Dean for Research, above at p. 7, as well as "information technology" under the Assistant Dean for Finance & Operations on p. 17 above*];
- **Outreach** to other parts of the UW System, other colleges and universities, the K-12 communities in Wisconsin and beyond, federal, state and local government, the business community, and others.

In addition to the Associate or Assistant Dean heading this work, this part of the Division will also include professional staff members responsible for work in resource development, external relations, communications, and outreach.

Two of the core areas in this portfolio – advancement (resource development), and communications – have already been described in detail in strategic planning efforts carried out by the Division. While these planning efforts will need to be adapted to the new structure, together they capture much of the work that this new portion of the Division will undertake.

Attachment 2 is the planning document titled *Advancement Plan Overview*. **Attachment 3** is the document entitled *Communications Planning: Creating a Framework*. They provide an excellent sense of the shape of this work in the years to come. By including them as attachments to this report, we also emphasize the continuity in this work between the current Division/Institute structure and the new structure that this report proposes.

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APPENDICES

Attachment 1 Schematic Diagram of Proposed Restructuring of the Division of International Studies

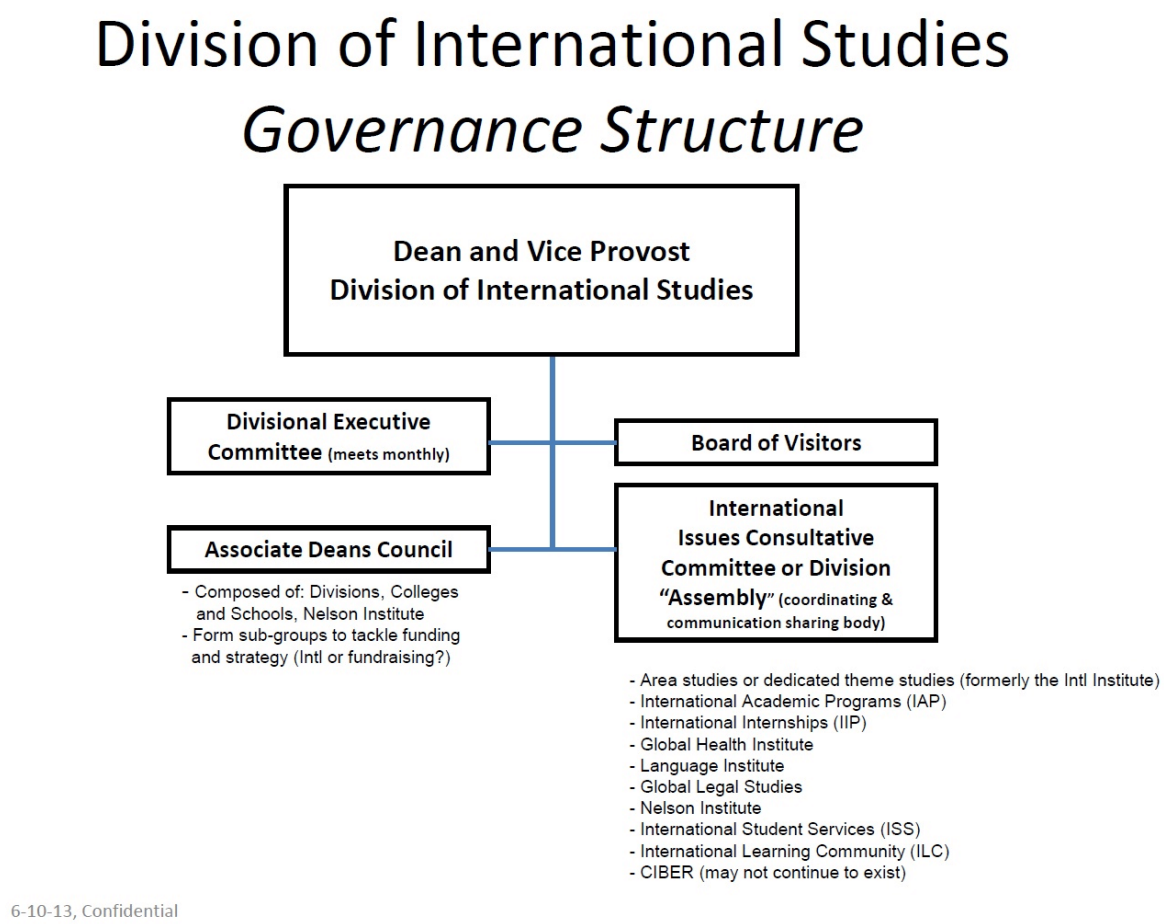
Attachment 2 Advancement Plan Overview: Division of International Studies

Attachment 3 Communications Planning: Creating a Framework, Division of International Studies

(continued)

ATTACHMENT 1

SCHEMATIC DIAGRAM OF PROPOSED RESTRUCTURING OF THE DIVISION OF INTERNATIONAL STUDIES



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ATTACHMENT 2

ADVANCEMENT PLAN OVERVIEW:
DIVISION OF INTERNATIONAL STUDIES

Mission: Establish a sustainable development program to fulfill the Division of International Studies' commitment to advancing globalization of UW-Madison through support of teaching, research and international experiences.

Guiding Principles: Appreciative, inclusive, collaborative, data driven, sustainable, aligns with Division's and campus' priorities and is informed by accurate assessment of Division's financial and human resource capacity.

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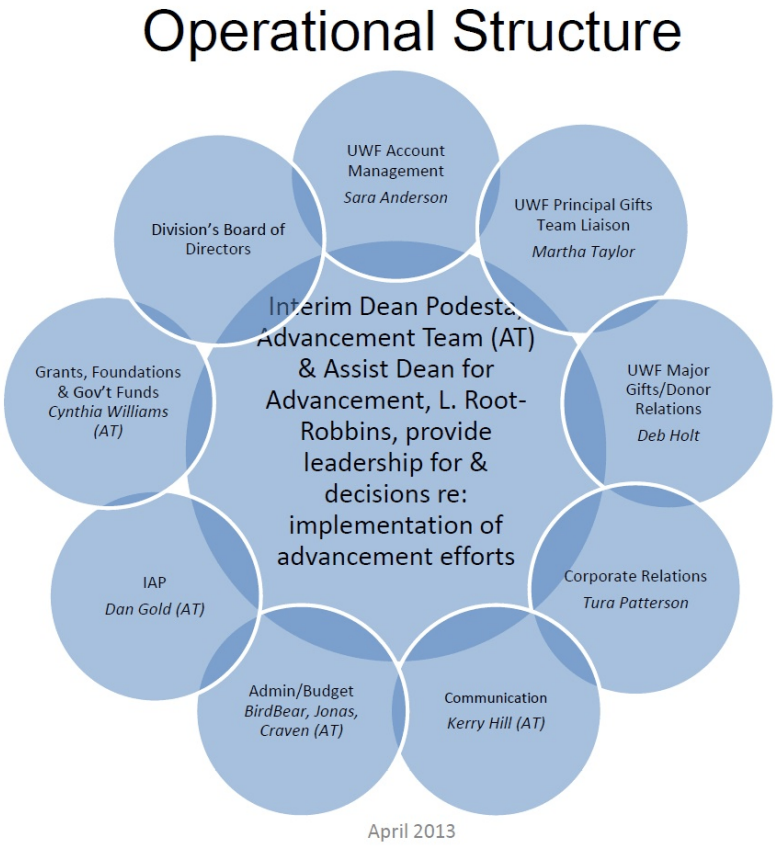
(continued)

ATTACHMENT 2

ADVANCEMENT PLAN OVERVIEW:
DIVISION OF INTERNATIONAL STUDIES



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ATTACHMENT 2

ADVANCEMENT PLAN OVERVIEW:
DIVISION OF INTERNATIONAL STUDIES

Foundational Priority #1: Update all current donors' records & databases

- Review all UWF Access & strategy databases and document interactions b/w Division and donors

- Update WAA/UWF alumni databases for all UW graduates w/ affiliation and/or affinity with Division

- Create database to track students who participate in international programs such as: IAP, IIP, IS, ILC, WIScholars, etc

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(continued)

ATTACHMENT 2

ADVANCEMENT PLAN OVERVIEW:
DIVISION OF INTERNATIONAL STUDIES

Foundational Priority #2: Create & Maintain Up-to-date Progress Record

Example: Division Development Trends 2009-2012

YEAR	2009	2010	2011	2012	2013
Revenue:					
Donors (segmented)					
Foundations					
Other (e.g., events, grants, gov.)					
Expenditures:					
Events					
Travel					
Promotional materials (website, print, etc.)					
Stewardship (stationary, mailings, visits, etc.)					
Distribution:					
Scholarships: Undergrad, Grad					
Dean's Discretionary					
Faculty/Staff Support: Travel, Research, etc.					

(continued)

ATTACHMENT 2

ADVANCEMENT PLAN OVERVIEW:
DIVISION OF INTERNATIONAL STUDIES

Foundational Priority #3: Generate Advancement Budget

Include items such as:
Domestic & International Travel in/out – assist. Dean, dean, visitors, Speakers
Event planning & implementation
Stewardship supplies: stationary, gifts
Communications: web, print materials,
Initiatives: Vietnam, IAP Scholars,
Board: meetings, development
Database
Conferences
Consultation

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(continued)

ATTACHMENT 2

ADVANCEMENT PLAN OVERVIEW:
DIVISION OF INTERNATIONAL STUDIES

Foundational Priority #4: Board of Advisors? Directors? Visitors?

Define/Create:

- Effective complement of Board membership, i.e., increase diversity, robust & active engagement, representative of Division's priorities

- Boards' role & responsibilities more clearly defined and articulated

- Ensure that the Board members are true stakeholders and donors to Division

- More effectively utilize Board members' expertise and connections to advance the Division's mission & priorities

- Establish mutually agreed expectations b/w Board members and Division, i.e., work & communication pattern, schedule of meetings: phone, group, individual

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(continued)

ATTACHMENT 2

ADVANCEMENT PLAN OVERVIEW:
DIVISION OF INTERNATIONAL STUDIES

(continued)

ATTACHMENT 2

ADVANCEMENT PLAN OVERVIEW:
DIVISION OF INTERNATIONAL STUDIES

Primary Goals & Objectives

1. ***Increase annual intake of funds***
   - Objective A: Effective advancement plan that fits with Division's goals, needs & capacity
   - Objective B: Excellent stewardship of gifts from current donors
   - Objective C: Strategic & targeted communications
   - Objective D: Identification of additional sources of funding

2. ***Ensure optimal utilization of Division's resources***
   - Objective A: Account records up-to-date
   - Objective B: Databases current
   - Objective C: Positive working relationships with UWF, WAA and other campus units & partners
   - Objective D: Continuous assessment of return on investment (ROI) & effectiveness of efforts

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(continued)

ATTACHMENT 2

ADVANCEMENT PLAN OVERVIEW:
DIVISION OF INTERNATIONAL STUDIES

Strategy

Goal #1: Increase annual intake of funds

Action steps to meet objective 1A: Develop & implement an effective advancement plan that fits with Division's goals, needs & capacity

- Build a productive and engaged advancement team & identify lead staff member(s) for key activities and define role & responsibilities
- Integrate current philanthropy research and data driven strategies into all planned activities
- Utilize available data from UWF & WAA
- Identify specific programs and educational objectives we are raising money to support; set monetary goals for each area and develop metrics for tracking impact of gifts.
- Facilitate fit b/w what is most attractive and has highest appeal to donors with highest need activities & programs and plan activities that facilitate matches.
- Secure broad-based support for plan and shared goals, i.e., Ask for advice from staff, advisory board members, donors, campus partners, corporations, domestic & international alumni
- Create budget for development plans and assess/adjust on regular basis
- Continuous evaluation & integrate feedback into plan
- Create & maintain schedule of advancement activities and distribute throughout Division

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(continued)

ATTACHMENT 2

ADVANCEMENT PLAN OVERVIEW:
DIVISION OF INTERNATIONAL STUDIES

Strategy

Goal #1: Increase annual intake of funds

Action steps to meet Objective 1B: Provide excellent stewardship of current donors. Donor retention is critical – higher likelihood of repeat contributions than cultivating new gifts. Stewardship is first step toward next gift.*

Likelihood of gift as outcome of ask:	
1st time	27%
2 consecutive years	60%
3-4 consecutive years	70%
5 consecutive years	85%

Incorporate the following key retention strategies: Relationships, relationships, relationships!

- Donors feel strongest connection to UW brand and want to know how their gifts contribute to "greater good" of campus, WI, society, world.
- Focus on stewardship of current donors – thanking donors in personalized ways and communicating to them and about the impact of their contributions.
- Donors want to be engaged, e.g., give advice, meet w/ students, visit site of projects their funds are supporting, guest speakers, visiting scholars, dean's circles,

*Source: UW Foundation

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(continued)

ATTACHMENT 2

ADVANCEMENT PLAN OVERVIEW:
DIVISION OF INTERNATIONAL STUDIES

Goal 1, Objective B continued:

- Tailor level of contact to donors preferences – i.e., phone calls, face-to-face, written, more/less frequent, likes/dislikes events, etc.
- Donors deserve prompt and meaningful acknowledgment whenever they give.
- Donors will get meaningful and measurable results on their last gift at work before being asked for another one.
- Donors will receive the highest level of financial accountability for their gifts/funds.

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(continued)

ATTACHMENT 2

ADVANCEMENT PLAN OVERVIEW:
DIVISION OF INTERNATIONAL STUDIES

Strategy

Goal #1: Increase annual intake of funds

Action steps to meet Objective 1C: Strategic & targeted communications to increase donor connection and giving

- Provide clear messaging on how to give & options, i.e., websites: Division's, WAA, UWF
- Create clear connection b/w communications & advancement
- Collaborate with communications to establish Division's brand and how this is communicated to all stakeholders, i.e., consistent logo, colors, mission
- Create/repurpose/recycle stories demonstrating donor impact
- Annual report: paper/electronic to who, what for?
- Honor our current & potential donors, i.e., News=notes, awards, Global Citizen, lectures/campus
- Collaborate with communications to provide strategic focus and facilitate gift impact messaging for major gifts, leadership annual gifts and planned gifts
- Find opportunities to include internationally related stories in other units/orgs publications, i.e., WAA, UWF, Rotary, MCFR

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(continued)

ATTACHMENT 2

ADVANCEMENT PLAN OVERVIEW:
DIVISION OF INTERNATIONAL STUDIES

Strategy

Goal #1: Increase annual intake of funds

Action steps to meet Objective 1D: Identify additional sources of funding

- Explore prospective new partnerships with corporations, foundations & government, i.e., grants, sponsorships, awards
- Innovate to deal with increased competition on campus, i.e, create lecture series, film and/or book presentations, visiting scholars/diplomats
- Tap into existing opportunities at WAA & UWF, i.e., establish "I Gave Campaign" w/ students who participated in international experiences, connect current donors with UWF/WAA recognition (1848 Society & other giving groups)
- Leverage donors, i.e., w/ other donors, areas of interest, networks
- Establish relationship & support international alumni chapters, i.e., increase presence on WAA website, visits, regular contact
- Explore cost/benefit of doing alumni survey via international WAA chapters

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(continued)

ATTACHMENT 2

ADVANCEMENT PLAN OVERVIEW:
DIVISION OF INTERNATIONAL STUDIES

Strategy

Goal #2: Ensure optimal utilization of Division's resources

Action steps to meet Objective 2A: Account records up-to-date

- Create systems to track income and distribution of funds
- Reallocate funds to ensure greatest impact
- Collaborate with WAA & UWF, i.e., meet regularly with account manager(s)
- Regular schedule to review accounts to ensure accuracy
- Solicit assistance from UWF for highest yield placement of funds
- Work with UWF to create a policy and procedure for responding to overseas contributions. Research regulations and tax implications before making any significant solicitations to overseas prospects.

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(continued)

ATTACHMENT 2

ADVANCEMENT PLAN OVERVIEW:
DIVISION OF INTERNATIONAL STUDIES

Strategy

Goal #2: Ensure optimal utilization of Division's resources

Action steps to meet Objective 2B: Current databases

- Maintain UWF database, i.e., timely entry of data, update as warranted
- Collaborate w/ WAA & UWF to identify graduating students with connection to Division
- Attend information & training sessions related to transition to new ABE and CRM systems
- Obtain & review donor reports and ensure Division contacts and relationships are included
- Communicate with international alumni groups & WAA chapters to connect with members

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(continued)

ATTACHMENT 2

ADVANCEMENT PLAN OVERVIEW:
DIVISION OF INTERNATIONAL STUDIES

Strategy

Goal #2: Ensure optimal utilization of Division's resources

Action steps to meet Objective 2C: Positive working relationships with UWF, WAA and other campus units & partners

- Advancement team members attend whenever possible advancement related campus events to connect Division with campus activities, learning & networking opportunities
- Participate in newly formed University Relations Council
- Communicate regularly with UWF & WAA reps
- Advocate for Division as changes are implemented at UWF, WAA, Chancellor's office, etc.
- Volunteer for campus committees and service to increase Division's presence and advocacy for international issues
- Investigate how other campus units operate advancement efforts, i.e., continue attendance at L&S meetings, meet with UWF development officers
- Collaborate with other units when appropriate on events and activities

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(continued)

ATTACHMENT 2

ADVANCEMENT PLAN OVERVIEW:
DIVISION OF INTERNATIONAL STUDIES

Strategy

Goal #2: Ensure optimal utilization of Division's resources

Action steps to meet Objective 2D: Continuous assessment of return on investment (ROI) & effectiveness of efforts

- Create short and long term plans of action – adjust with appropriate input
- Develop metrics of success for each planned activity
- Review outcomes of all development activities
- Incorporate feedback – positive & negative – into future activities
- Input gathered from members of A-Team and stakeholders to determine quality of outcomes and determine planned course of action

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(continued)

ATTACHMENT 2

ADVANCEMENT PLAN OVERVIEW:
DIVISION OF INTERNATIONAL STUDIES

Obstacles to Achieving Advancement Goals

- Lack of coherent campus strategy for international fundraising (will new chancellor provide leadership, direction, set priorities??)
- Campus and Division changes (Division and L&S deans)
- Division's capacity – human, financial, technology
- Limitations & gaps in current UWF & WAA databases
- Alignment of priorities & competing needs/wants
- Coordination with UWF & WAA – and other campus units
- Scope of international field
- ROI – "will take $ to make $" and resources are limited
- Identification of Division's donors (i.e., who are our alumni?) & competition from other campus units for donors who they feel "belong" to them (i.e., donors who obtain degree from department but donor had a wonderful study abroad experience and contribute to IAP and/or donor who fits criteria for major gift contributor

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ATTACHMENT 3

COMMUNICATIONS PLANNING: CREATING A FRAMEWORK, DIVISION OF INTERNATIONAL STUDIES

DIVISION OF
International Studies
UNIVERSITY OF WISCONSIN–MADISON

Communications Planning: Creating a Framework

The University of Wisconsin–Madison, often described as a world-class university, has one of the most recognizable brands in higher education, nationally and internationally. UW–Madison ranked first among U.S. universities in a 2012 study examining higher education "brand equity" on the Internet.

Our brand is our reputation. It reinforces who we are and what qualities distinguish us from others. It starts with the mission that describes the essence of what guides our work every day:

> *To create, integrate, transfer, and apply knowledge through innovative programs of research, teaching, and public service.*

The **Wisconsin Idea** – a principle first articulated in 1904 – means that we share knowledge with and serve as a resource for the citizens of Wisconsin and beyond, now extended to the world.

Division as "brand manager": As a world-class university, UW–Madison engages across a broad range of internationally related activities. The Division of International Studies plays an important role in leading, coordinating, facilitating and promoting international engagement across UW–Madison – in essence, serving as the "brand manager" for international within the overall university brand.

To be effective in this role, the activities of the Division must be aligned with the overall UW–Madison brand. In its communications efforts, the Division:

- Collaborates closely with the University Communications and the Vice Chancellor for External Relations to provide a strong, consistent international voice at the highest levels.
- Builds productive networks and partnerships with schools, colleges, centers, faculty and staff and others engaged in international activities to promote coordination and collaboration, to maximize our collective efforts, and to facilitate communication of our global efforts.
- Tells compelling and exciting stories about the importance and impact of internationalization—e.g., connecting people, exchanging ideas, and collaborating on a range of important projects.
- Identifies and connects in meaningful ways with key stakeholders and other interested groups – e.g., specific subsets of UW–Madison alumni with global interests (international graduates, Peace Corps volunteers, Fulbright alumni, etc.), businesses, educators, policymakers, etc.

(continued)

ATTACHMENT 3

COMMUNICATIONS PLANNING: CREATING A FRAMEWORK, DIVISION OF INTERNATIONAL STUDIES

Rationale for our communications: The UW–Madison Division of International Studies recognizes the necessity and benefits of communicating with a range of internal (campus) and external audiences. An active, robust dissemination of news and information, using a range of media formats and outlets, plays a central role in sustaining and enhancing the Division's and University's international profile and in transmitting useful information and resources to various audiences.

In the most basic terms, we engage in communications in order to:

- To tell who we are.
- To provide news and information about what we do.
- To share our resources and expertise.
- To promote productive exchanges and build positive, mutually beneficial relationships.

Developing effective communications begins by addressing these central questions:

- Who (which audiences/constituencies) do we want to reach—and at what level of engagement?
- What are the key messages we want to direct to each of these audiences/constituencies?
- What do we need/want from each of these audiences/constituencies (e.g., awareness, active support) in response to these messages?
- What are the most effective and efficient vehicles/outlets for delivering those messages?

Key internal (on-campus) audiences/constituencies include:

- Campus leadership: Chancellor, Provost, top administration, Deans and Directors
- International Studies/International Institute faculty and staff
- Other international programs/interests across campus
- Faculty and staff in general: University Committee, Faculty Senate, Academic Staff Assembly, individual faculty and staff members
- Current students, particularly international students, students with language/global interests, former, current and prospective study abroad participants.

Off-campus (external) audiences/constituencies include:

- Elected state officials (Governor, Legislators)
- External advisory boards, donors, and others with high-level engagement
- UW–Madison alumni/WAA: International alumni, U.S. alumni with global interests/connections (returned Peace Corps volunteers)
- Peer institutions, organizations and scholars in the United States and around the world
- Key state agencies: Department of Public Instruction; Wisconsin Economic Development Corp.
- Education community: DPI, K-12 leadership, teachers
- Business community: Major companies, associations
- General public: Madison/Dane County, Wisconsin, Midwestern, National, International.

NOTE: Media outlets (on-campus, mainstream and specialized) are not defined as "audiences" per se but are recognized as important vehicles to connect with various audiences.

(continued)

ATTACHMENT 3

COMMUNICATIONS PLANNING: CREATING A FRAMEWORK, DIVISION OF INTERNATIONAL STUDIES

Defining Our Core Messages: The core international messages for the University and the Division provide a foundation for framing key messages to specific audiences.

- **The University of Wisconsin–Madison is one of the nation's most internationalized universities.**
- **UW–Madison is responsible for ensuring that students develop the skills, knowledge, and attitudes to work effectively in our increasingly interdependent world.**

  Foremost among these "global competencies" are the abilities to:

  - Communicate effectively across linguistic and cultural boundaries
  - See and understand the world from a perspective other than one's own
  - Understand and appreciate the diversity of societies and cultures

- **Developing global competency must be strategically integrated within the culture of the university, but also recognized as a life-long process.**

  By graduation, UW–Madison students should:

  - Know that all disciplines have international or cross-cultural implications, and learn to recognize when they need global/cross-cultural skill sets in order to address a given issue, or make a desired contribution or change.
  - Appreciate the interdependence of nations in a global economy and to know how to adapt their work to a variety of cultures.
  - Possess the skills, knowledge and attitudes that will allow them to navigate in a wide variety of work environments.

- **The UW–Madison Division of International Studies serves as:**

  - *Center of a cross-campus, interdisciplinary network* of people and programs designed to bring the world to campus and to expand the boundaries of campus to the world.
  - *A partner working with schools and colleges across campus* to infuse global content into curricula and foster synergy among disciplines.
  - *A catalyst working with partners across campus* to ensure UW–Madison's position as a world-class public research university.
  - *A facilitator and leader in establishing meaningful, productive relationships* with partners around the world.

- **In terms of its international efforts, UW–Madison should be perceived as:**

  - *A global talent incubator* – attracting the brightest students from across Wisconsin and around the world, and providing them with an environment, opportunities and mentoring to develop strong technical/professional and global skills for today's marketplace.
  - *A force for good* – applying the knowledge and expertise of the university to address issues and solve problems for improving the human condition, near and far.
  - *A resourceful, good neighbor* – applying the university's expertise, skills and knowledge assets to benefit our neighbors, locally, statewide, nationally, and globally.