

## INTERNATIONAL STUDIES PROGRAM PROGRAM REVIEW COMMITTEE REPORT

The International Studies Program prepared a self study following program review guidelines. A two-person external review team visited the campus; reviewed the self-study documents; interviewed unit personnel, university administrators, undergraduate and graduate students; and submitted an external review report. The Program Review Committee studied all written materials. The Committee's liaison for the Program discussed the self-study materials with the Director of International Studies, its advisory committee, and associated faculty. The Committee discussed the Program with the Dean of Arts and Sciences. This document reflects the Committee's findings and recommendations.

### SUMMARY OF THE SELF STUDY

#### Introduction

The self-study report was completed in October, 2005.

*Mission.* The International Studies Program is an interdisciplinary undergraduate major that seeks to provide a liberal education, give students the intellectual tools needed to understand and function in a global society, and reflect the individual interests of each student.

*History.* The Program has been in existence in some form since the 1940s. The Program's director is appointed by the Dean of Arts and Sciences for a three-year term, and an advisory committee comprised of faculty working in the program and representatives from participating departments and programs. The current director is an associate professor of German and has held the director's position since 2001.

The Program was reviewed in 1999. The recommendations were fourfold and are provided in italics. The Program's responses to these recommendations are included.

1. *The PRC believes that the International Studies Program is not viable. We would recommend suspension of admission to this program, but we understand that action would have ramifications well beyond the program itself. Consequently, we defer to the judgment of the Dean regarding suspension or continuation of the International Studies Program.*

The 2005 self study indicates that the Dean decided to continue the program and provided additional resources to assure viability.

2. *Given the lack of quality and resources in the International Studies Program, the PRC recommends that the Dean of the College of Arts and Sciences (either personally or*

- by delegation to an individual or committee) develop a process that will result in the improvement of program quality. The process should address:*
- a. *the job responsibilities of the Director and the contractual obligation necessary to cover those responsibilities;*
  - b. *physical space, operating budget and support staff;*
  - c. *the coherence of the curriculum in International Studies, including*
    - i) *course sequence,*
    - ii) *introductory course with INTS acronym,*
    - iii) *capstone course with INTS acronym, and*
    - iv) *emphasizing or requiring study abroad, cooperative education, or internships;*
  - d. *faculty resource allocation across departments that may contribute to the program, the scholarly focus of these departments, and the development of a formalized process for faculty assignment to the Advisory Committee;*
  - e. *assessment of student learning outcomes must be an ongoing activity coordinated with other changes in the program and reported on annually to the Student Achievement Assessment Committee;*
  - f. *any other conditions necessary to improve the quality of the program.*

The 2005 self study indicates that the Dean designated a committee during the 2000-01 academic year. The report produced by this committee, entitled *International and Global Studies Final Report*, led to several recommendations:

1. The major should be named *International and Global Studies*.
2. The major should move toward a minimum of 30 credit hours and to include an introductory and capstone course.
3. Majors will be required to complete one study abroad experience.
4. Majors must demonstrate foreign-language proficiency at the third-year level.
5. A standing International and Global Studies Committee should be created.
6. Details regarding the appointment and review of the Director are provided in the report.
7. A budget of \$100,000 was suggested.
8. The consolidation of this program, Study Abroad, and other international education programs, was suggested. The committee also suggested that the flow of administrative authority go through academic channels (e.g., director, dean, and provost).
9. The committee also suggested that long range plans include a Director of International and Global Programs and/or Associate Provost for International and Global Affairs. The committee also suggested a Center for International and Global Studies.

Following Item (4) below, the self study addresses several of these recommendations.

3. *It is possible that in the course of addressing recommendation two, above, it will be determined that the resources necessary to insure the continuing excellence of the International Studies Program are too great, particularly in light of other needs in the College of Arts & Sciences. If this should occur, the PRC recommends that the Dean of Arts & Sciences develop a plan (either personally or by delegation) for*

*phasing out the program. This plan should pay particular attention to the potential impact on study abroad, area studies and other programs relation to International Studies.*

As noted in the self study, the Dean decided to insure the viability of the program and a phase out plan was not initiated.

4. *Assuming the International Studies Program is to be continued, the PRC recommends that the Dean of Arts & Sciences charge a committee with the task of evaluating the long-term vigor of the International Studies Program as it relates to the other international programs in the College. We recommend that the Dean of A&S personally chair this committee. Specifically, the committee should:*
  - a. *seek input from President Ribeau regarding the role of International Studies in the overall mission of BGSU. This is necessary because we believe building a premier program in international studies is a substantial financial and academic undertaking. The committee must make sure its recommendations are consistent with the overall strategic plan of the university.*
  - b. *examine the relationship between the area studies programs in Arts and Sciences (including Asian Studies, Africana Studies and Canadian Studies) and the International Studies Program. Serious consideration should be given to the feasibility and resource implications of restructuring all the programs under the single umbrella of International Studies. Specifically, the PRC recommends that the committee consider a model whereby students would major in International Studies and select one or more areas of concentration thereby allowing the development of expertise in a particular area. Also of concern is the impact of restructuring of international and area studies programs on the language departments.*
  - c. *give serious consideration to the external review team's recommendation to create a Center for International Studies and Programs. While the definition of a center at BGSU typically has implications with respect to research, perhaps another type of joint structure is feasible.*
  - d. *delay consideration of an integrated B.A.-MA. Program (as recommended by the external reviewers) until and unless the items in recommendations 2, 4a, 4b, and 4c, are addressed satisfactorily.*

The self study indicates that the Dean did not chair or appoint this committee, but that a number of the issues were addressed by the program:

1. The University's Academic Plan clearly places emphasis on "Understanding Culture and Nations."
2. The notion of placing the three free-standing area studies programs under the umbrella of International Studies has been discussed, but has met with political and practical resistance.
3. The creation of a Center has been discussed, but not implemented because of the practical problems that are associated with the Study Abroad Program being administered by the College of Continuing Education.
4. There has not been any action taken on the integrated B.A.-M.A. program.

In addition, the self study indicates that a number of actions were taken in response to the *International and Global Studies Final Report*. A new curriculum was instituted and reflects the recommendations of the committee and the 1999 external reviewers. The program now includes an introductory course (INST 200) and a capstone course (INST 400), a study abroad experience of at least 4 weeks, and a language proficiency requirement at the third year level. The program was also reduced to 42 hours of coursework. The program made some minor changes administratively, but the current Director received only a one-course reduction (rather than a one-course maximum as suggested), and the salary recommendations were not followed. The program also received a half-time secretary, but shares the space and equipment with GREAL. The additional operating budget is soft-funded and cannot support the program as envisioned by the 2001 committee.

### **Description of the Unit**

*Program identification.* The International Studies Program is an interdisciplinary program within Arts and Sciences. It offers an undergraduate major and minor. It has no faculty lines and relies on collaboration with other units to offer required INST courses and discipline-related courses.

*Programmatic and curricular offerings.* The major includes 42 credit hours, which includes three INST-numbered courses. INST 200 is staffed by faculty from languages, political science, journalism, and part-time instructors. The capstone course is taught by a senior faculty member. INST 210/IPC 210 is cross-listed and taught by the Interpersonal Communication faculty. Other courses are offered by the languages, economics, geography, history, and political science departments. Twelve hours of coursework must contain a coherent focus applicable to international studies. The minor follows a similar program, but requires only 21-24 hours and requires coursework with a regional or country focus.

Instructional service to the wider university occurs through BG Perspective courses, distance education, and the values initiative. The Program also offers courses to Firelands students via distance education methods.

*Faculty resources.* As noted earlier, the Program does not have faculty lines. The director is primarily occupied in her home department (GREAL) and has teaching service requirements in that unit. The time available for International Studies is equivalent to a one-course release per semester. The director also receives two months' summer salary and uses the time for ongoing program administration, advising, and promotional activities.

*Graduate assistant resources.* The Program does not receive graduate assistant dollars.

*Staff resources.* The Program shares a secretary with the Africana and Asian Studies programs. The secretarial support amounts to 6-10 hours per week is shared among the three programs.

*Student credit hour production.* The Program has 75 undergraduate majors. The self study reports that for AY 2003-04, there were 597 SCHs. This translates to an average of about 20 students per section.

*Recruitment and retention efforts.* Advertising for the Program includes promotional materials, inclusion in all university related events, and participation in the summer Orientation and Registration program. Retention efforts include the normal advising work of the Director and participation in the values initiative.

*Facilities and equipment.* The Director has an office at 127 Shatzel, plus secretarial space in the main office of GREAL. The program has two computers and a laser printer and has access to office equipment housed in GREAL (copier and fax).

*Information resources and services.* The Program uses university equipment to offer on-line and video conferencing courses and to teach on campus. The Program uses OhioLink and a library of digital media that is shared statewide.

*Financial resources.* The operating budget of International Studies is soft-funded by Arts and Sciences. Total funds from AY 1999-00 through AY 2005-06 are \$19,200, or about \$2,750 per year. The Dr. Dante Thurairatnam Memorial Scholarship, administered by Continuing and Extended Education, provides \$1,600 for two internships. The program's current director established a fund to provide for a \$100 annual scholarship. The Director also obtained external funding, including approximately \$5,000 from the American Association of Teachers of German, for travel and training. The Director also coauthored Fulbright and MEPI applications, but these two applications did not provide funding to the program.

## **Self Evaluation**

*Faculty quality and productivity.* As noted earlier, the program's faculty reside in other departments. They all hold the highest degree in their fields, are active researchers, have international experience, and have received Fulbrights or other prestigious external funding. The advisory committee includes several chairs or program directors.

*Student entry attributes.* The Program's entering majors have higher-than-average high school GPAs (average of 3.56 versus the University average of 3.2), higher-than-average ACT scores (24.7 versus 21.5), an average of three years of high school foreign language study, and average English placement skills. The most unusual aspect of the Program is that it is currently 92% female. Institutional Research also notes that 75% of the majors are Caucasian.

*Assessment of student learning outcomes.* Because the program was revamped, little has been done recently in terms of assessment. The Program provided an on-line survey, which included questions related to student learning outcomes and to attitudes about the quality of the course. The survey results indicated that students found INST 200 to provide greater understanding of globalization, but that the course did not provide enough understanding of Africa compared to other world areas.

The Program will use AY 2005-06 as a benchmark year and develop three ways to assess students: (1) self-reporting for individual courses; (2) portfolio of final projects from each of the three required courses; and (3) ongoing study of student job placement and success. In addition, the Program has tried to respond to student needs with reconsideration of required texts and adding an outside speaker on the development of Africa.

*Curriculum, instruction, and support services.* The self study did not directly include a statement under this sub-heading, but as noted in earlier sections of this review, the Program provides an interdisciplinary set of courses, provided by the Director and faculty from several departments. The Program shares secretarial services and equipment with other departments and uses university services for other instructional needs, such as texts in the library or on OhioLink.

*Service.* The self study did not directly address this component, but as noted earlier, the Program contributes to the university's values initiative. It also provides student services, such as advising, and connects students to career opportunities through alumni networking and guest speakers.

*Comparative advantage and program distinctiveness.* The self study indicates that the Program is unique within northwest Ohio. The requirement of advanced language skills is greater than that of other peer institutions and the emphasis on intercultural communication sets the Program apart from other university programs.

*Demand.* The Program has grown from approximately 30 to 75 majors, many of whom are double majors. INST classes are usually fully enrolled.

*Connection to the mission.* The self study indicates that the Program clearly connects to the "Understanding Culture and Nations" theme of the Academic Plan. The program requirements, such as a study abroad requirement and advanced language skills, and the interdisciplinary approach, prepare students for the study of globalization and how cultures interact.

*Financial considerations and adequacy of resources.* The program is cost-effective as it runs with minimal staffing overhead. However, as demand for the Program more than doubled, the self study points to a need for a larger level of resource allocation.

### Unit Planning (next seven years)

*The planning process.* The planning process rests with the Director, in consultation with the advisory committee and the Dean of Arts and Sciences.

*Goals and strategies. Timetable and implementation plan.* These two sub-headings were addressed as one in the self study. A 2003 plan proposed a number of goals. Those not yet met are:

Time line	Goal
2003-04	Launch six sections of the new intro course, four for freshmen (curriculum, retention). (Note: Staffing issues prevent this goal from being met at present.)
2-3 years	Student research conference.
	Confirm one internal joint appointment with another department.
	Establish academic honor society in International Studies.
4-5 years	Increase the number of majors to 80.
	Total of two to three internal joint appointments with responsibility for regular course offerings and student advising.
	International living-learning community, with an eye towards establishing a center.
	Identify sources of external funding.

Planning for the next several years will proceed on two paths, one with additional resources, and one without. If current funding limits remain, the program will be able to execute its assessment plan for existing students and to build connections with alumni. The Global Village proposal can also be realized with minimal allocation of resources directly to International Studies. The proposal, however, suggests that the Director of International Studies serve as co-director of the Global Village. If this is the case, the Director will require an additional course reduction per semester. The plan currently has other resources, such as space and programming funds, to be provided independently of International Studies.

Significant growth for the Program would require increased staffing, in the form of additional instructional support and a full-time director position. Such a resource commitment could lead to a larger program with a substantial increase in majors to 150, and the pursuit of external funding. Additionally, the Program could investigate the integrated B.A.-M.S. degree as proposed in the 1999 self study.

*Relationship to the Academic Plan.* As noted earlier, the Program has direct ties to the "Understanding Culture and Nations" theme of the Academic Plan.

*Questions for the external team.* The self study provided three sets of questions for the external team:

1. Staffing. The Program requested guidance from the reviewers about how to staff this type of program, and what the optimal size of staffing should be.
2. Administrative disconnect. The Program requested that the reviewers consider how the Program can best serve students. Currently, the Program is housed in Arts and Sciences, but Study Abroad is housed in Continuing and Extended Education. The self study raised the question of how similar programs deal with the study-abroad issue.
3. Global Village. The Program requested that the reviewers provide an opinion about the current proposal for the Global Village and any recommendation or cautions that may help in the development of an international living-learning community.

### **RESULTS OF PREVIOUS REVIEWS**

As noted in the earlier, the previous program review report recommended that the Program be phased out unless the Dean of Arts and Sciences provided a commitment to make International Studies stronger. The Dean did provide such a commitment and organized a committee to provide a direction for the Program. The Director of the Program employed many of the committee's recommendations to make the current program larger in terms of majors and in terms of course offerings, as described earlier in the report.

### **SUMMARY OF THE EXTERNAL REPORT**

The external reviewers (Patrice Petro, University of Wisconsin-Milwaukee, and Mark Ensalaco, University of Dayton) provided a highly positive report. They had high praise for the work of the director and the faculty, and for the curriculum. They view the Program as “a ‘magnet’ that attracts faculty with international and global interest as well as programs and departments seeking to respond to the most pressing challenges of educating students in [a] global age.”

The reviewers fully endorsed the Global Village concept. They support the idea of co-directors for the International Studies Program and the International Programs (i.e. Study Abroad), to both be placed under the College of Arts and Sciences. The external reviewers believe that if the two programs are combined, the Global Village will overcome the disconnect problem currently imposed on both programs and will provide one place for students to learn and prepare for study abroad. The reviewers suggested a new title for the combined programs, The Center for International Education. With time, they envision a single director who reports to the Provost and the Dean of Arts and Sciences. They also believe that a combined office can better address staffing needs and administrative support. The reviewers suggest that co-directors would be full-time.

The external reviewers recommended that the secretary for the International Studies Program be expanded to a full-time position.

The external reviewers argued that the University will benefit from strengthening and consolidating its international education efforts, since these efforts are at the heart of the most forward-looking and expansive institutions of higher education today.

**PROGRAM REVIEW COMMITTEE  
FINDINGS AND RECOMMENDATIONS**

The Program Review Committee congratulates the International Studies Program in making significant progress since the last review. Seven years ago, the first recommendation of the Committee was to eliminate the Program. However, with a commitment from the Dean of Arts and Sciences, and those within the university community who work in the international studies setting, the Program has turned around. Today it has twice as many majors, strong requirements, and excellent faculty that make it a competitive program. As noted above, the external reviewers gave high praise to the program, its director, and its faculty. The following recommendations are designed to further strengthen the program.

**1. Global Village.**

The external reviewers focused on the Global Village and supported the concept. The Global Village will be a residential learning community with an international curriculum and is planned to begin in the Fall of 2007. This community will provide a linkage for courses on international topics, common time for programming and field trips, and required language study. The Village will offer U.S. and foreign students an opportunity to learn about and to become more immersed in different cultures as they live and work together.

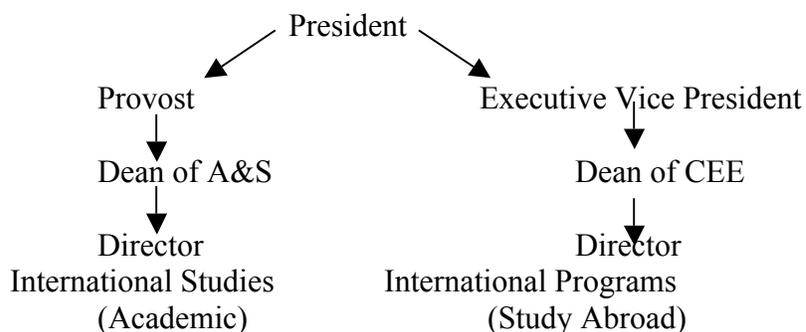
*Findings.* The Global Village budget has been approved by the Faculty Senate Budget Committee. The curricular and programmatic concepts have been reviewed and supported by Undergraduate Council. The location for the residential learning community is yet to be determined. The proposal calls for two co-directors, an academic director and an international programs director. The design of the community is acceptable to university review units and the external reviewers; however, the external review report suggested that the university investigate whether the community should eventually be headed by one director with a new title in order to create a more cohesive program.

*Recommendation.* The Committee recommends that the Program continue with the current plans for the Global Village. The issue of centralization is covered by the second recommendation .

**2. Reorganization of International Studies and the Study Abroad Program.**

*Findings.* The current organizational structure related to the major in International Studies has two components. The academic side is housed in the College of Arts and Sciences. The Study Abroad Program is housed in Continuing & Extended Education (CEE). The academic side develops the requirements for the program and provides the

faculty support to meet the academic goals of the Program. The budget and other administrative decisions for Study Abroad are controlled by CEE. These two elements report to two different vice presidents, as diagrammed here.



Currently, students must go to each office location in order to fulfill program requirements for the major. There must be communication between the two functional areas in order to meet student needs.

Members of the International Studies Program Advisory Board noted that the current structure is inefficient and has communication gaps. Subsequently, the Committee discussed the potential for centralization of the two functional areas with administrators at CEE, who indicated that a 2004 internal audit and subsequent discussions among relevant administrators noted the need for better record-keeping for the AYA programs. They believe the current division of academic and budgetary controls appears to work best in that regard. The internal audit indicates that there were financial record-keeping problems before CEE added controls on AYA budgets. The audit made suggestions for improvement, some of which are now in place. The decision to keep the budget under CEE was not a direct requirement of the audit; rather, that decision resulted from meetings in early 2005.

Even though the Global Village will provide some cohesion for the students desiring an international education that includes travel, the issues of fiscal control and communication gaps will likely remain a problem for International Studies. Therefore, the Program Review Committee believes that a reorganization in this area would improve both programs and benefit students directly.

Due to the nature of the current structure and the students served by both programs, the possibility of reorganization in this area raises several questions.

1. How would the reorganization be designed? Would there be two directors housed under one central program or will there be one director in control of both the International Studies Program and International Programs? During the program review, the committee had several individuals and groups suggest that all international programs be housed under a School of International Education. This level of consolidation would include extensive planning that would necessarily include decisions about space for the school, reporting authority, and coordination with any department with AYA requirements.

2. What is the reporting level of the director(s)? Will it be indirectly to the Provost through one of the colleges or will it be directly to the Provost?
3. What can be done to improve fiscal oversight once consolidation occurs?
4. How does one consolidated program meet the needs of students from different colleges? The University currently has over twenty “study abroad” programs in several different colleges that are not part of the International Studies program. Some academic majors and degrees require study abroad, and others offer it as an elective.
5. Where will responsibility for incoming foreign students reside? Currently, International Programs recruits, welcomes, and provides continuing support to foreign students and it is not clear whether international recruitment should be included in a centralized effort of the two programs or AYA programs generally. The recruitment of international students is functionally different from serving the needs of students who desire study abroad as a component to their education. Further, bringing in foreign students serves many departments on campus, particularly those with graduate programs.

The Committee believes that reorganization is compatible with the centralization efforts currently beginning with the Global Village and will strengthen the academic foundation of the International Studies major. It should also lead to the recruitment of new students.

*Recommendation.* The Committee asks that the offices of the Provost and the Executive Vice President continue to work together toward functional and administrative reorganization of International Studies and Study Abroad, with an eye toward consolidation of the two functional areas and AYA programs generally. The Committee suggests that any reorganization effort would be aided by input from the directors of both programs and related faculty and administrators.

The Committee recommends that the Provost and Executive Vice President appoint and charge a committee or task force to study organization, coordination, effectiveness, and efficiency of our diverse programs in international education. We suggest that the committee’s report should be completed by the beginning of fall term, 2008, and include a five-year strategic plan for programs in international education.

### **3. Staffing and Budgeting Issues.**

The self study and the external reviewers indicate that the current staffing level is inadequate to accommodate the growing program. The reviewers suggested making the director a full-time position and the secretarial support full-time to alleviate the overload associated with the doubling of the program. This suggestion was also provided in the 2001 *International and Global Studies Final Report*.

*Findings.* Based on the growth of the Program from 30 to 75 majors, the Committee believes that the Program needs additional administrative support. It may be that there are alternative schemes that will provide the necessary services to students without straining the current resources available to the program (e.g., adding advisors from the pool of instructors to aid the Director in advising duties).

*Recommendations.* The Committee recommends that the International Studies Program work with the Dean of Arts and Sciences to explore how best to address the additional administrative support needs. The program director and the Dean should develop a plan by Spring 2007.

#### **4. Instructional Issues.**

The self study and the external reviewer report indicate that the growing program has requested additional instructional support, in the form of joint appointments and/or instructors. The need for additional instructional support was also noted in the 2001 *International and Global Studies Final Report*. The self study indicates that joint appointments have been investigated, but the College has not funded a joint position to date.

*Finding.* The Committee recognizes that the Program has grown since the last program review. The University has supported the changes, and the Program could grow if the University invests in it. However, the interdisciplinary nature of the program and university resource constraints make the creation of tenure-track lines in International Studies difficult.

*Recommendations.* The Committee recommends that the Director work with the Dean of Arts and Sciences to develop one or two joint appointments with relevant departments, by Spring 2007. Joint appointments are more appealing than the current use of instructors, as the Program will be more likely to retain its competitiveness with the employment of university faculty who are active researchers with international experience. As indicated in the self study, the discussion about joint appointments should consider budget issues and explore alternative external funding that might support joint appointments.

#### **5. Assessment.**

The self study indicates that the Program has not accomplished much in the way of assessment, mainly because the Program was changed significantly in recent years. It currently uses an online survey of students to provide some feedback about the success of the its students. The future assessment plans include the continuation of the survey, the use of student portfolios, and an “ongoing study of student placement and success.”

*Findings.* The Committee agrees that the Program should work toward a set of assessment tools now that the Program is more firmly in place. However, the set of tools currently described in the self study is inadequate, being too heavily dependent on indirect measures of student learning.

*Recommendations.* The Committee recommends that the Director work with the Associate Dean of Arts and Sciences to develop an approach to assessment that employs direct indicators of student achievement. In addition, the Director can use the resources

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located at the following website to develop assessment tools:  
<http://www.bgsu.edu/offices/assessment/index.htm> . The assessment process and its outcomes should be reported annually to the Student Achievement Assessment Committee.

*The International Studies Program should report annually to the Dean of Arts & Sciences, with a copy to the Provost, on the implementation of these recommendations.*