

**INTERNATIONAL STUDIES COUNCIL  
UNIVERSITY OF MASSACHUSETTS AMHERST**

**M E M O**

**DATE:** March 5, 2009  
**FROM:** Donal Carbaugh, Chair  
**TO:** Ernie May, Secretary of the Faculty Senate  
**SUBJECT:** Reorganization Proposal

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This memo is in response to the Chancellor's Reorganization Proposal, and to your desire "to fulfill the Faculty Senate's responsibilities for shared governance as outlined in the Wellman Document." The five articles presented below were distributed among members of the International Studies Council (ISC), reflect the deliberations of Council members, and were unanimously endorsed via member vote (with one ex officio member abstaining). Our aim is, like the Chancellor's and the Provost's, to ensure that we move "into the upper echelon of public research universities in the country" (per the Chancellor's February 4 memorandum).

**Article One: Academic Priorities and an International Campus**

Close attention to international aspects of all of the university's activities is required in this era of accelerating globalization, and the attendant proliferation of multicultural societies. The Council urges that any restructuring plan place a central priority on programs which include as an essential element, international studies, links, and alliances. To implement this principle we would ask that each priority that is established be treated in a cross-national and/or cross-cultural perspective. For example, if an academic priority is established within General Education, then General Education should also be treated in a cross-national and cross-cultural perspective. This can be accomplished any number of ways: through faculty initiatives, international student exchanges, course development, and/or curriculum design. To keep apace with our changing world, as well as with our peer institutions, we must provide each academic priority or program, from research to teaching and outreach, with an international dimension as integral to it.

## **Article Two: Undergraduate Education and International Education**

Our university's accomplishments and objectives are profoundly enhanced when its programs include students from around the globe. Alternately, our university is equally enhanced when our own undergraduate students engage in study abroad. Both student populations bring diverse viewpoints and experiences to campus, thus adding immeasurably to our university's educational environment. Any reorganization must be done with an attentive eye to maintaining and increasing the global diversity on campus and in developing international study experiences as integral parts of undergraduate education.

## **Article Three: Graduate Education and International Research**

The research mission of our university is one of its pre-eminent and distinctive qualities. It is most active and evident, among other places, in graduate education, and through faculty projects which involve graduate students. Any reorganization of the university must be undertaken with careful attention to graduate education and to the various ways in which the research and graduate missions of the campus are advanced through international efforts and intercultural alliances. We strongly encourage further investment in such exchanges and alliances.

## **Article Four: Budgets for International Initiatives including the International Programs Office**

Restructuring the university will presumably re-orient the funding processes through different administrative channels and units. Any such changes, however, must not threaten budgets which advance the university's international efforts; nor should they negatively affect the budget of the International Programs Office specifically. The staffing of this office, especially of the Office of International Students and Scholars, is already at the bare-bones level, and cannot be diminished further without harming the central mission, objectives, and goals of our research university, including its aspiration to reach the "upper echelon."

## **Article Five: Outreach and International Activities**

Through the International Studies Council, the International Programs Office, and more recently, the International Operations Committee, our university has vetted, approved, and supported various international initiatives. Any restructuring of the university must be reviewed regarding the effects of that restructuring on these

various international activities, to ensure that such activities are not adversely affected, and in the hope that such activities be further enhanced.

We are also mindful of the many thousands of alumni and friends that this campus possesses around the world, many of whom have had eminently successful careers thanks to the training that they received on the Amherst campus and who remember their experiences here with great fondness. The university would be wise to reach out to this constituency as potential donors as well as for help in recruiting bright students to study at the University of Massachusetts Amherst.