

CENTER FOR INTERNATIONAL STUDIES

ANNUAL REPORT

1987-88

>• REVIEW OF 1987-88

A. Problem Resolution.

This has been a very successful year for CIS. We have received significant university assistance in resolving the four major persistent problems identified in last year's annual report.

1. Funding: The Provost provided a significant increase in the university appropriation to the Center. This has enabled the Center to provide modest additional support to the international programs.

2. Space. - An additional 2,000 sq.ft. of space was provided to CIS. This allowed us to bring the Western Societies Program back to Iiris Hall, provide additional meeting space for the programs, and provide a little more space for program visitors.

3. Faculty Replacement. This continues to be a serious problem, but the establishment of the CIS Advisory Council (CISAC) has provided a mechanism with which to more adequately address it.

4. Goals and Priorities. The CIS Advisory Council has also proven very effective in addressing goals and priority issues for international programs.

B. Highlights Of 1987-88.

1. CIS Advisory Council (CISAC). The Provost established the CISAC to improve governance and support of international programs at Cornell. It is chaired by the Provost and its membership is made up of key deans and faculty members. This council will be extremely helpful in assisting the Center in addressing its problems and advocating support for its programs.

2. National Resource Center (NRC) Competition. Five of the seven applications to the Department of Education won their competition for funding for the next three years. All of those receiving funding moved up in the national ranking for these centers. In addition, Cornell received the highest level of funding in the nation for Foreign Language and Area Studies (FTAS) Fellowships.

3. Area Study Programs.

a- Southeast Asia Program (SEAP).

(1) Won competition for NRC. Ranked number one in the country in Southeast Asia.

(2) Received Luce Foundation grant of \$620,000.

b. East Asia Program (ESP).

(1) Won competition for NRC status. Moved up from an undergraduate center to a comprehensive center.

(2) Changed its name from the China-Japan Program to the East Asia Program.

(3) Increased their discretionary endowment with a gift of \$250,000 from Bob Miller. Also developed a potential endowment increase from the Robert J. Smith Fund and received a \$24,000 grant from the Ili Foundation.

c. South Asia Program (SAP). Won competition for NRC status. Moved up to number four national ranking.

d. Latin American Studies Program (LAP). Won competition for NRC status in conjunction with the University of Pittsburgh.

e. Western Societies Program (WSP).

(1) Won competition for NRC status. Ranked number one in the country.

(2) Had the first Einaudi Chair professor from Western Europe in residence in the Spring.

(3) Received a \$300,000 gift from the Mellon Foundation to enhance programs on Western Europe.

f. Committee on Soviet Studies (CSS).

(1) Michael Scammel was appointed chairman of this committee and asked to develop a proposal to form a rejuvenated Soviet Studies Program. Additional funding and support for this purpose was provided by CIS and the College of Arts and Sciences (CAS). Michael will provide an interim report on progress in the Fall of 1988 and a final proposal in the Spring of 1989.

(2) CSS did not apply for NRC status, but did apply for and was awarded funding for FLAS fellowships.

g. Institute for African Development (IAD).

(1) IAD applied for NRC status but was not successful in their maiden try. The experience gained in this exercise should be very helpful in their effort three years from now.

(2) The program has been very successful in building connections with Africa. There has been a healthy exchange of students with African students studying at Cornell and Cornell students traveling to Africa to do research and to participate in internships.

4. Topical Study Programs.

a. International Agriculture Program (MPT)

(1) NRC status for the Center for Analysis of World Food Issues (CAWFI), was not continued, but this did not come as a surprise since the DOE had continuing problems reconciling this program with the area studies programs it administers.

(2) Walt Coward was appointed the new director of the program on the retirement of Ed Oyer.

b. International Nutrition Program (Ib|PL CIS continues to provide a small amount of discretionary funds for this program which generated outside funding from grants and contracts of well over a million dollars in 1987-88.

c. International Legal Studies (ILS). The program anticipates some expansion through the addition of visiting faculty with international interests, especially Asian. There also is increasing interest in global environment problems.

d. Program on International Development and Women. This new program has been very successful in drawing together the multiple interests on this subject and has generated a considerable amount of activity. An international conference on gender response during economic crisis was held under program auspices, with support from a Ford Foundation grant of \$30,000.

e. International Political Economy (IPEV) This program received outside funding this year from the German [Marshall Fund and the Volkswagen Foundation to hold conferences both here and in Berlin.

f. Peace Studies Program (PSP)

(1) Received 850,000 MacArthur Foundation grant for student support.

(2) Received \$472,000 of individual research grants from Carnegie and MacArthur Foundations to support the research of Lebow, Gottfried, & Reppy.

g. Rural Development Committee (RjXT)

(1) Continues its active collaboration with International Agriculture in technical assistance activities.

(2) Turning its attention to [developing additional international development degree programs and cataloging the development capabilities available at Cornell.

h. International Population Program (fPPV) The move of this program from the College of Arts and Sciences to the College of Agriculture and Life Sciences has been very successful. It has expanded its collaboration with other demographers on campus, added additional key faculty, and is poised to become a world class population research center.

i. Program on Comparative Economic Development. Funding for this **program** was continued by both the College of *Ani* and Science and CIS. It has proved **to** be very successful in bringing together economists from across the campus.

j. International Studies in Planning (ISP). This program has developed a module to ~~be taught in the College of Art, Architecture, and Planning's Rome program.~~ The director will spend the Fall of 1988 in Rome setting up this course.

k. Food and Nutrition Policy Program.

(1) Formerly the Nutritional Surveillance Program.

(2) Became associated with CIS during this year.

l. Program in Competitiveness (FIO).

(1) Ran a series of seminars with the PEWS on current developments in workplace system.

(2) Studied the feasibility of developing additional MPS type curricula for mid-career professionals interested in improving industry competitiveness.

5. International Education.

a. Cornell Aboard. Ben DeWintir became the new director of **Cornell Abroad** this year. The program established a new tuition policy which was designed to **provided** more equity to the payers of tuition. It is working on additional exchange agreements.

b. Masters in Professional Studies in International Development (MPS/IDT). There were 22 students in this program, who were fully funded by outside agencies.

c. International Relations. This concentration continues to grow. There were over 200 undergraduate students in this concentration in 1987-88.

d. Foreign Area Officer (FAO) Program. There were 12 Masters Degree students in this program, who were fully funded by the U. S. Army.

6. Other Activities.

a. International Programs Committee (IPC). CIS had sponsored and supported this committee of the Cornell Council. During this year, the IPC was successful in getting the University to fund the International Public Affairs position. After this position was established, it became responsible for support of the IPC and the Center withdrew from this responsibility.

b. Bartels World Affairs Fellowship. The Bartels Fellow for the Fall of 1987 was Pierre Salinger. The Bartels endowed another Fellowship for a Spring event. This fellowship is to be sponsored by the Science, Technology, and Society Program and is separately endowed. CIS agreed to transfer its Bartels Endowment to the central administration so both of these endowments could be centrally administered.

c. ~~CIS Travel Grant Program~~ was instrumental this year in coordinating the travel activities of the Graduate School, CIS, and the CIS Programs- This eliminated duplicate grants, which were a problem in the past and provided combined funds of \$70,000 for international student travel.

II. PROGRAM PLANNING

A. Strengths and Weakness of International Programs.

Cornell's key international strength lies in its balance of area studies, topical programs and technical assistance efforts. More than any other major university, Cornell is able to bring to bear on international issues an enormous array of language, culture, and history scholarship and training capacity; policy expertise; and technical capability.

Notwithstanding the activities identified in section I. Cornell has some significant weaknesses that have the potential to seriously erode its comparative advantage in international studies. These weaknesses can be found in some of the area studies, in some of the topical programs, but most importantly in the linkage among the programs and between the programs and the professional schools.

Among the area programs, Soviet/East European studies has not yet developed adequately, and the Africa program is in its infancy. The South Asia Program has made major progress in the past few years, but still is relatively fragile, with implications for the potentials of a Pan-Asia focus.

The topical programs present a picture of diverse levels of effort, with vigor in some and needs for redirection in others. The Rural Development Committee, a major strength in the past, is in the process of adjusting to the effects of its success in spinning-off major activities to college programs, but its specific direction still is to be determined.

The topical and area programs have yet to address adequately the need for greater understanding of the economic and political implications of the rapidly changing economies of developing countries, especially those of the newly industrializing countries. These issues are likely to be of increasing importance in many aspects of international studies, ranging from critical issues of economic competitiveness to global environmental effects.

This set of problems reflects, in part, the lack of effective linkages, between the topical and area programs; few have been developed at Cornell. This weakness represents a serious failure to capitalize on our unique strengths.

The linkage problem is also reflected in the lack of internationalization of pre-professional and professional programs and schools at Cornell, which is less than at many of our peer institutions. In a time of increasing international impacts on our domestic economy and culture, most of our students do not receive the benefits of our major strengths in international studies.

B. Current Priorities-

We seek to develop further and consolidate our pan-Asia program strengths, through increasing dialogue among the Asia programs, and through the stabilization of the South Asia Program. Additionally, we seek the revitalization of Soviet and East European studies.

Of growing concern are the needs of the Latin America Program, particularly those that have implications for its maintenance as a National Resource Center. Adequacy of administrative support, as well as maintenance of faculty lines will be evaluated.

C. Future Directions-

Over the next five years, to remain competitive, Cornell must redirect significant international studies efforts toward multi-disciplinary perspectives on global issues and show significant movement toward taking on linked foreign/domestic issues of economic competitiveness and pre-professional and professional education.

III. RESOURCE PLANNING

A. Equity-

1. 1987-88 Report of Activities of the Faculty. In common with most **Centers at Cornell**, there are "no" faculty at CIS. The CIS was established to foster those international studies which could not be appropriately or effectively carried out within the individual Schools and Colleges. There tend to be multi-disciplinary and based upon the voluntary participation of the faculty, drawing on the interests rather than the obligations of the faculty. In this model the faculty compensation is in the form of intellectual stimulation, occasional participation in research and teaching projects, and a reduced course load when they are administering a major program. Voluntary faculty effort has created this excellence at Cornell, and this style is most effective when the administration of the university, colleges, and departments are supportive. This is not always the case. The most serious problem associated with this model of involvement with international studies is in relation to non-tenured faculty. CIS actively discourages the participation of junior faculty in its [programs because colleagues and tenure and promotion committees often are unsympathetic to involvement in non-discipline centered activities.

2. Faculty Recruiting. Despite the above, international studies is important in the recruitment of faculty. Many faculty members come to Cornell as much for the opportunities for involvement in international programs as for departmental membership. Most deans can cite cases of such recruitment. The existence of international programs also has affected departmental growth and appointment patterns. Recent appointments in Government, Asian Studies, Economic[^], Rural Sociology, and Agricultural Economics are demonstrations of this.

However, a key problem in this area, as in most universities, is recruiting for and maintaining excellence in international programs in the face of departmental and college priorities. Lacking a comprehensive plan for international studies, the university leaves these matters to ad hoc negotiations between deans, departments, and the international programs.

3. In-year Report of Emerging Faculty Issues for 88-82. Cornell's salaries and associated benefits in the more competitive social science fields (e.g. political science, economics) are no longer competitive. The effects of this slippage will be noticed only slowly, but ultimately will devastate international programs (as well as the discipline programs themselves) because many depend on a social science core for stability. The extreme tightness of the CIS budget provides no room for CIS to assist in creating attractive packages for faculty recruitment or retention. CIS did this in the past but under the current support program will not be able to do so in the future.

4. Allocation of Faculty Effort. Since CIS-related faculty allocate their own effort voluntarily, management is through persuasion and facilitation. Over the past 5 years, we have emphasized internationalization of the undergraduate curriculum. This marked a departure from the previous attention to (graduate and research priorities and was an attempt to mobilize some of our key resources for the benefits of the undergraduates. This has been quite successful with the emergence of many new undergraduate courses and the enhancement of undergraduate concentrations in international studies. The next five years should see an attempt to link international studies more effectively to pre-professional and professional education programs through extension of international studies expertise from area and policy studies into fields of direct professional practice. Cornell is not doing enough to counter the monolingual, mono-cultural professional student syndrome that contributes to the U.S.'s increasing international economic woes.

5. Five Year Faculty Plan. Over the next 5 years, there will be 13 key retirements relevant to international studies programs. There is no formal mechanism for University considerations of international studies requirements to be factored into the decisions on replacements. We are hopeful that CISAC will address this issue directly. While there are no plans to increase faculty positions at the Center, the CIS Advisory Council is looking to strengthen our Asian area studies programs. If this strengthening is given a high university priority, it is likely to result in additional faculty positions in the colleges. Correcting some of our weaknesses in Latin America, South Asia, and Soviet Studies could also result in increased faculty lines for the colleges.

B. Staff.

1. 1987-88 Report of the Staff. During the year, the Center had fourteen (14) non-faculty academic staff and 17 non-academic staff. The non-faculty academic staff member worked in Center programs and were funded on soft money from research projects and grants. Other non-faculty academic staff may have worked for programs on soft money research projects that were not funded through the Center. Of the 17 non-academic staff, eight (8) worked directly for the Center while the remainder worked for the Center's programs.

2. In-year Report of Emerging Staff Issues for 88-89. As our programs grow, we continue to receive complaints from the programs that they are short of staff. One program has added a staff person this year, because they were able to find funds for this purpose. If funding were available there is no doubt that staff would be added by the programs. We expect continued lobbying from the programs for more funds for this purpose. The Center has been aggressive in ensuring that the staff members know their

benefits and in encouraging them to take advantage of those **benefits**. We have also invested funds in staff education and training. The quality and the **ability** of the staff continues to increase, as does morale. This has resulted in an effective and **smooth-running** office.

3. Allocation of Staff Effort. The policy of the Center has **been** to keep the staff numbers to a minimum and to hire temporary help during peak **workload** periods. We've also tried to utilize work-study students to the maximum. As a result, no **additional** permanent staff will be required this year. In addition, we have eliminated the CIS Public Affairs position this year. However, additional staff may be required in the relatively near future, if the current reorganization of the Soviet Studies **Committee** is sufficiently successful for it to become a National Resource Center. **Additional staff** would also be required to support the additional degree programs currently being studied by CIS.

4. Five Year Staff Plan. As described above, there is an upward **pressure on non-academic** staff. We are projecting that staff support required for the Center and its programs will grow at a rate of two (2) per year over the next five years. As these positions become available, the Center will continue its aggressive affirmative **action** to find qualified minorities.

C. Students.

1. 1987-88 Annual Report on the Quality, Quantity, and Distribution of Students. CIS does not have students, even though it does sponsor the **MPS/ID, MA and Ph.D** programs in Southeast Asian Studies, and minor fields in Latin American Studies and Southeast Asia.

2. Student Enrollment. While CIS does not have any students **registered in the** Center, there are many students at Cornell specifically because of **CIS**. Over **\$1.7 million** of tuition are generated from outside sources and CIS programs for **these students**. The categories of some of these students are: **MPS/ID; FLAS; FAO; African Graduate Program; and Rotary International Scholars**. CIS also sponsors concentrations in **International Relations and European Studies** involving more than **230** students, and an international internship program in **JGSM**.

3. In-year Report of Emerging Issues. An important emerging issue is **the need to** develop accountancy techniques that permit CIS (and other Centers') **programs to be** credited with those students they recruit and/or support. At the moment, **CIS makes** a considerable contribution to undergraduate and graduate study at **Cornell** but it is invisible to administrative decision-making. Since control of enrollment lies **within** graduate fields, CIS programs use advocacy, program strength, and fellowships **to attract** students. We believe that Title VI, which this year will provide \$588,000 for **graduate** student fellowships, is likely to become a less reliable source of funds over **the next** few years, particularly if Cornell does not address the key issues of **professional** education and international competitiveness - which are high on the federal **agenda**. Cornell now must begin to deal with this problem by developing a **comprehensive** university plan for graduate study of international subjects. On a smaller scale **within** an orbit CIS can manage, the Center is working to expand the **Foreign Area Officer** program, the **MPS/International Development**, and is exploring the development of additional **MPS-type** curricula.

4. Five Year Enrollment Plan. We expect to see the dollar amount of the Department of Education funding for Foreign Language and Area Studies (FLAS) Fellowships to grow as the rate of tuition increases for the next two years. Since Cornell is already funded at a level higher than any other university in this category, it does not appear likely that significant increases can be expected. There is a potential to increase the number of U S Army Foreign Area Officers (FAO) here, if we can correct some organizational and curricula problems which currently exist. It would not be unreasonable to expect a doubling of enrollment in this area over the next five years if a more appropriate degree program can be established and administrative assistance can be provided to help the faculty in handling this non-traditional student. With the raising awareness and interest in the global nature of our society, increased enrollments in all international programs can be expected.

D. Facilities.

1. 1987-88 Annual Report on Space Reallocation and Facilities Renovation and Construction. In 1986-87, CIS justified the requirement for 4,441 sq ft of additional space to meet current critical needs. In 1987, we were provided with 2,975 sq. ft. of new space in Uris Hall, while giving up 800 sq.ft. of space in Stimson Hall. While the net new space met only 49% of our requirement, it was very helpful in allowing us to bring the Western Societies Program (WSP) back in to Uris with the rest of the area studies programs; to provide Cornell Abroad with an adequate suite of offices; and to provide more critically needed meeting space. Major space problems, however still exist as follows:

- a. The Peace Studies Program (PSP) does not have sufficient space to support their activities;
- b. Visiting faculty are forced to double and triple up in the marginal office space available. Additional visitors, who would be beneficial to our programs, have had to be turned down, because of lack of space;
- c. We have no office or meeting space available for students at the Center. We should at a minimum be able to provide space to our MPS/ID students. In addition, a lounge area is required in which student can interact with their colleagues and the faculty on an informal basis. This problem will become more serious as academic programs are added at the Center;
- d. The space we received in 1987 was not appropriately configured for its use in CIS and had to be significantly modified and upgraded before it met our requirements. The cost of this remodeling was \$29,983, which caused us to finish the year with a \$24,512 deficit.
- e. Over half of the international programs are not provided any space at the Center. This severely reduces program interaction and synergy. The long range goal of CIS is to obtain a facility on central campus in which all of our programs can be housed.

2. In-year Report of Emerging Issues for 88-89. We had planned on doing another comprehensive study of our space needs at the beginning of this year, but this was put off because it appeared that the Peace Studies Program (PSP) would be provided space in Sage Hall either in the Spring or Summer of 1988. This space did not become available, so PSP has remained in Uris Hall. 1. The uncertainty of the PSP move prevents us from specifying our exact needs for space now and the near future. Based on our 1986 additional requirement and space provided in 1987, we have a need for 2,266 sq.ft. (4441 - 2,975 + 800). We currently are compiling un-met requirements from our programs and will complete our comprehensive study this semester. Preliminary indications are that 5,000 to 6,000 additional square feet will be required.

3. Maintenance Issues for 1988-89. Our most pressing needs for maintenance at the Center were taken care of with internal funds during our recent facility rehabilitation. Other than the ongoing problems with the environmental system in Uris Hall we do not anticipate the need for centrally-funded maintenance this year.

4. Facilities Program Plan. It would be desirable to have a facility in which all the international programs could be housed. We project that a minimum growth in programs would require an additional 15,000 to 20,000 sq.ft. of new space between now and year 2000.

5. Five Year Facilities Plan. We will continue to document our short fall in required space and press for additional space in Uris Hall.

E. Financial Resources.

1. 1987-88 Annual Report on Financial Resources. This was the last year of supplemental support allocations provided the Center starting in 19184. Since this last supplement was considerably smaller than the previous ones, this was a very tight financial year. Allocations to international programs were cut again and normal Center activities such as our Travel Grant Program were funded out of alternate resources such as alumni gifts. Several of our programs received substantial foundation grants and other outside financial support during the year, the Peace Studies Program (P&P); the Western Societies Program (WSP); the East Asia Program (EAP); and the Southeast Asia Programs (SEAP) were the leaders in this category. The new funds received however came with added commitments, so Center funding to the programs was not relieved. Our expenditure of \$29,983 for space renovation along with reduced funding caused the Center to run a \$24,512 deficit in this past year. During this year, we acceded to Vice President Burness' request to consolidate our Bartels Endowment with the second Bartels endowment, so that centralized control can be exercised over these funds.

2. In-year Report of Emerging Issues for 1988-89. The CIS university appropriation was increased approximately \$70,000 this year in recognition of our current needs. This enabled us to stop the three year slide in support to our programs. Notwithstanding the modest increase we were able to provide to our programs this year, they are still worse off in constant dollars than they were three years ago. Most of the funds provided by the Center are used for salary and have not kept pace with the increase in wages. In addition, as programs are more successful in obtaining outside resource, their requirements for administrative support increases both qualitatively and quantitatively. Thus, they have been required to face increased demands with reduced resources. The Center also took over from the Provost the responsibility of funding the

Carpenter Chair. Coordinating the commitments made to Peter **Katzenstein is providing** more difficult than we had anticipated. **We** are working with the **Budget Office to clear up** existing misunderstanding. The transfer of responsibilities for **the Bartels funds has** not gone smoothly. Our Bartels account has been run into **serious deficit** by **funding** both fall and spring events from it, though it was only meant to **fund the fall event**. No other account has been set up to provide funding from the second Bartels **endowment**.

One way CIS has found to increase^ the effectiveness of **its staff** is **through** the networking of microcomputers. Over the past two years an indispensable **productivity** tool has been pieced together with existing PC's. **By** working with **multiple vendors and** cultivating the talents of staff in computing and troubleshooting, we benefit **from** a system which could easily cost twice what; was actually spent. **Now having proved** that network power is accessible even to small (departments* on limited budgets, **our long term** goal is to provide it to all CIS programs. In order to maintain the **effectiveness of our** systems, additional funds will be required to: provide additional disk space; **to bridge our** system to the mainframe and other university systems; to establish a **comprehensive** data base on international program information); to accommodate new PC **operating systems**; and to upgrade old PC terminals.

3. Five Year Financial Plan. We are projecting a gradual **increase in Staff** for both CIS and our programs. We expect to need \$15,000 per year **for infrastructural** improvements to our computer systems. These increases are projected to **be covered by** University General Purpose Appropriations, unless we can obtain **University priority** to increase our endowment through matching program with foundations such as **Hewlett**, which has a program to provide matching endowment to enhance international **programs**.

SCHEDULE 2

STAFF PLANNING WORKSHEET

	Actual Number 1987-88	Plained Number 19 ⁸ -89	Projected Number 1989*90	Projected Number 1990-91	Projected Number 1991-92	Projected Number 1992-93	Profss88d Number 1993)
Non-Faculty Academic							
Instructional Staff							
Instructors	2	9					
Lecturers	8	7					
Teaching Associates (not TA's)	0	0					
Subtotal	10	16					
Research Staff							
Research Associates	0	6					
Postdoctoral Associates & Fellows	2	2					
Subtotal	2	2					
Extension/Public Service Staff							
Extension Associates	0	0					
Subtotal	0	0					
Library Staff							
Librarians	0	0					
Subtotal	0	0					
Other Academic Staff							
Visiting Scholars, Fellows, Critics, etc.	19	20					
Subtotal	19	20					
Total Non-Faculty Academic	31	38	41	44	47	50	53
Non-Academic Staff							
Exempt Staff							
Exempt Positions	6	6					
Subtotal	6	6					
Non-Exempt Staff							
Clerical/Secretanal	11	11					
Technical/Paraprofessional	0	0					
Service & Maintenance	0	0					
Subtotal	11	11					
Total Non-Academic	17	17	19	21	23	25	27
Total Staff	48	55	60	65	70	75	80

Schedule 3

STUDENT PLANNING WORKSHEET --

NOT APPLICABLE TO CIS

SCHEDULE 4

FINANCIAL PLANNING WORKSHEET

Incremental Costs

Actual Number 1987-88	Planned Number 1988-89	Projected Number 1989-90	Projected Number 1990-91	Projected Number 1991-92	Projected Number 1992-93	Projected Number 1993-94
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Faculty (salary & benefits)
 Staff (salary & benefits)
 Graduate Students (stipend & tuition)
 General Expense
 Facility Costs

0	0	0	0	0	0	0
0	40000	40000	40000	40000	40000	40000
20000	0	20000	6	0	0	0
0	13000	15000	15000	15000	15000	15000
0	0	0	0	2	0	0

Total Incremental Costs	20000	58000	75000	55000	85000	85000
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Sources of Funding

Appropriations

University General Purpose

20000	58000	75000	55000	85000	85000	85000
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Total Sources of Funding	20000	58000	75000	55000	85000	85000
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