

# **Strategic Planning Report to the Chancellor**

*Spring 2002*

College of Letters and Science

## **International Studies & Overseas Programs** **(ISOP)**

*Vice Provost Geoffrey Garrett*

### Contents

#### **Summary of Proposed Initiatives & Internal Reorganization**

##### **I. What is ISOP? – A Current Snapshot**

##### **II. The Context of Planning**

##### **III. The UCLA International Institute – Integrating Area Studies and Global/Thematic Studies**

##### **IV. New Initiatives**

A. Thematic Research Programs

B. Global Fellows

##### **V. Internal Reorganization**

A. Institute Governance

B. Programmatic Reviews

C. Central Administration

D. Administrative Compensation

E. The Asia Institute

##### **VI. Unfinished Business – International IDPs & A Possible Global Studies Major**

##### **VII. Implementation Timeline**

*Appendices 1A through 1C – Financial Data for 2000-01*

*Appendix 2 – Current Structure*

*Appendix 3 – Proposed Structure*

## **A Summary of Proposed Initiatives and Internal Reorganization**

- 1) Rename ISOP the **UCLA International Institute**
- 2) Create new **thematic research programs** (3-year projects, 3-4 awards in first phase)
- 3) Create **Global Fellows** program (10-15 one-year post-doctoral fellowships, augmented by UCLA faculty and graduate student fellows)
- 4) Reform administration and governance of International Institute
  - a) Create **Associate Director**; faculty **Advisory Committee** to Vice Provost; and external **Advisory Board**
  - b) Strengthen the review process for all centers and programs, and institute annual reports for all units; create periodic independent reviews of and annual reports from the Institute itself
  - c) Centralize **functions** – finance and accounting, grant management, outreach & public relations
  - d) Reconfigure **administrative compensation** packages to take into account new functions and responsibilities of the academic leadership
- 5) Create **Asia Institute** to coordinate existing Asian studies centers; name Interim Director; dissolve Center for East Asian Studies
- 6) Explore better coordination of existing international IDPs & possible creation of **Global Studies** undergraduate major

## I. What is ISOP? A Current Snapshot

ISOP oversees most, though not all, international activity at UCLA.<sup>1</sup> ISOP comprises three basic functions – **research** housed in centers and programs; **teaching** through international interdepartmental degree programs (IDPs) and the Education Abroad Program (EAP); and, **outreach**, largely organized by the research centers.

The core of ISOP's research mission today is carried out by four Organized Research Units (ORUs) and thirteen other centers and programs.<sup>2</sup> The federal Department of Education currently designates five of these centers as National Resource Centers.<sup>3</sup>

ISOP's eight IDPs are responsible for six undergraduate majors, four MA degrees, and one PhD degree (serving roughly 350 degree students in 2001-2002).<sup>4</sup> Under the auspices of EAP, over 500 UCLA students studied outside the United States in 2001-2002. ISOP's K-12 outreach programs provided instructional development programs during 2001-02 for over 400 high school teachers from southern California.

Each year ISOP and its units award over half a million dollars in faculty research support and over \$1 million to UCLA students through fellowships and scholarships, teaching assistantships, internships, and work-study and other types of employment.

ISOP's annual spending was approximately \$9 million in 2000-2001, with 45% of these monies provided by the state and 15% by the federal government (primarily through the Department of Education). Most of the remainder of ISOP's funding came from endowment income and current use gifts and from contracts and grants.

ISOP employs 46 full time staff, 23 part time staff, and over one hundred undergraduate and graduate students on a part time basis (mainly as GSRs or under the work study program). Summary budgets for ISOP and its major units for 2000-2001 are reported in Appendix 1. ISOP holds 20 faculty FTE, 13 of which have been committed to existing appointments in departments and schools (some of which are joint with ISOP IDPs). The remaining 7 are currently used to support temporary instruction in departments and core courses in the IDPs.

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<sup>1</sup> The major exceptions are the Office of International Students and Scholars and the Dashew International Center for Students and Scholars.

<sup>2</sup> Details can be found at <http://www.isop.ucla.edu/centers.asp>.

<sup>3</sup> These are the African Studies Center, the Center for East Asian Studies, the Center for European and Russian Studies, the Near East Center, and the South East Asian Studies Center. In recent years both the Burkle Center for International Relations and the Latin American Center have also been awarded Title VI grants.

<sup>4</sup> See <http://www.isop.ucla.edu/study.asp>.

## II. The Context of Planning

The last comprehensive review of ISOP took place more than five years ago, in the context of a 5-year review of then-Dean John Hawkins. That review was primarily concerned with the “What to do with ISOP?” question – in terms of where it should be housed in the university. After ISOP’s move into the College of Letters and Science in 1999, Interim Vice Provost Robert Buswell wrote a briefing paper in 2001 as part of the College’s annual strategic planning process. The scope of the briefing paper was limited by Buswell’s interim status.

Upon arriving at UCLA in July 2001, Vice Provost Geoffrey Garrett set in motion a comprehensive strategic review of ISOP. Garrett convened a **Planning Committee**, chaired by Professor Ronald Rogowski from the Political Science Department, with an **Administrative Sub-Committee**, chaired by Sue Fan, the Chief Financial & Administrative Officer of ISOP.<sup>5</sup>

The Planning Committee comprised world-class scholars from a broad spectrum of departments and schools. Members of the Planning Committee possessed significant administrative experience, but had not held academic leadership positions in ISOP centers and programs. The Administrative Sub-Committee’s membership was drawn from high-level administrators in the College and from comparable units across campus. Garrett delivered charges to both groups, but he did not regularly participate in their deliberations. Each committee met weekly for at least 90 minutes between September 2001 and April 2002.

The Planning Committee proceeded in four steps. First, it developed an intellectual vision of what international studies is and should be, as a template for analyzing the situation on the ground at UCLA. Second, it conducted a three-tiered set of interviews with UCLA faculty: an email survey of over 650 faculty with significant international interests (receiving 54 substantive responses); one-on-one interviews (37) conducted by Associate Provost David Wilson with prominent faculty with international interests who have not been deeply involved in ISOP up to the present; and interviews by the whole committee of deans and department chairs from academic units with significant international interests.<sup>6</sup> Third, the committee – armed with the information gained from these

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<sup>5</sup> *The other members of the Planning Committee were Professors Rogers Brubaker (Sociology), Sebastian Edwards (ASM), Gail Harrison (Public Health), Efraín Kristal (Spanish and Portuguese), Françoise Lionnet (French and Francophone Studies) and Bin Wong (History, UCI), and Associate Provost David Wilson. The other members of the Administrative Sub-Committee were Madelyn De Maria (Assistant Director, ISSR), Debra Dralle (Director of Staff and Human Resources, College of Letters and Science), Doris Dworschak (Department Manager, History), Nick Hernandez (Director, Budget, Management and Systems, College of Letters and Science), and Susan Sims (Assistant Director, Summer Sessions).*

<sup>6</sup> *The committee met with Deans or Acting Deans of ASM, Arts and Architecture, Education and Information Studies, Law, and Theater, Film, and Television; and with Chairs or Acting Chairs of Anthropology, East Asian Languages and Cultures, Ethnomusicology, Geography, Linguistics, Political Science, Slavic Languages and Literature, Sociology, Spanish and Portuguese, and World Arts and Cultures. (The Committee also included among its members the Chairs or Acting Chairs of Comparative Literature and of French and Francophone Studies.)*

interviews and the survey – interviewed directors of ISOP’s five largest centers and all of the centers focusing on Asia.<sup>7</sup> It was not feasible for the committee to analyze several smaller ISOP research units nor ISOP’s degree programs. The latter task will be undertaken in 2002-2003 (see below). Finally, the Planning Committee wrote a report to the Vice Provost describing its activities, its analysis of ISOP, and recommendations for reforms and innovations.<sup>8</sup>

The Administrative Sub-Committee divided its tasks into two major components. First, it sought to develop an accurate financial picture of ISOP – both its central administration and its constituent centers and programs. This task was made both essential and complicated by the mismatch between standard university accounting categories and a) the functional activities of ISOP and b) the differences across ISOP units in accounting practices. Second, the sub-committee interviewed senior staff in ISOP central and in its centers and programs. Its report contains the results of its analysis and recommendations for administrative restructuring.<sup>9</sup>

The Planning Committee and the Administrative Sub-Committee were advisory to the Vice Provost. The action items detailed in the remainder of this Strategic Plan were heavily influenced by the committees’ work, but neither committee is responsible for the specific proposals this document contains.

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<sup>7</sup> *The five largest centers are ISOP’s four ORUs – the James S. Coleman African Studies Center, The Center for European and Russian Studies, The Latin American Center, and The Gustav E. von Grunebaum Center for Near Eastern Studies – and the Ronald W. Burkle Center for International Relations. The Asian centers are The Center for Buddhist Studies, The Center for Chinese Studies, The Center for East Asian Studies, The Center for Japanese Studies, The Center for Korean Studies, and The Center for Southeast Asian Studies.*

<sup>8</sup> *The committee’s report is available at <http://international.ucla.edu/>.*

<sup>9</sup> *The sub-committee’s report is available at <http://international.ucla.edu/>.*

### **III. The UCLA International Institute – Integrating Area Studies and Thematic/Global Studies**

There are two ideal types of international studies organizations in American universities. The first provides administrative support for various institutes, centers and teaching programs, but does not undertake any programmatic activities itself (e.g., International and Area Studies at UC, Berkeley). The second type is a school of international studies that grants its own undergraduate and graduate degrees as well as producing its own research and engaging in outreach (for example, the Fletcher School of Law and Diplomacy at Tufts University).

ISOP was designed to follow and continues to operate on the first model. The bulk of programmatic activity takes place in the centers and other units under its jurisdiction, with the Vice Provost's office providing services in support of these programs. See Appendix 2 for the current organizational chart for ISOP.

There are compelling reasons, however, both to centralize international studies at UCLA and to give the Vice Provost's office a substantial programmatic role in the new organizational structure. The world has changed greatly since the founding of ISOP almost 20 years ago. There has been an intellectual revolution in international studies, precipitated largely by the end of the Cold War and accentuated by September 11. These content changes should be matched by a concomitant change in organizational structure that will foster the kinds of teaching, research and outreach that are essential today and looking into the future.

Deep knowledge of specific parts of the world ("area studies") must remain foundational to teaching and research on international topics. Nonetheless, cutting edge international research in the humanities and social sciences has moved strongly towards a more thematic orientation ("global studies"), focusing on issues that are relevant to several parts (or all) of the world (as has long been the case in the natural sciences). Interdisciplinary themes are prominent in the scholarly research produced by the world's leading institutions, including UCLA. These themes include: culture and identity; the environment, health and development; terrorism and security beyond inter-country war; markets and society; democracy and governance; and, the process of globalization itself.

Extramural funding for international studies in the US has already responded to these new realities. To take three prominent examples from the 1990s: the Ford Foundation made a large investment in "crossing borders" to "internationalize" area studies; the Mellon Foundation created a program on trans-regional studies; and the Social Science Research Council went so far as to replace its area studies programs with a thematically based structure.

Private donors have also become increasingly interested in and supportive of the global studies orientation. The Middle East and southwest Asia are currently at the top of the world's agenda. But terrorism, Al-Qaeda, and Islam are inherently global phenomena made possible by many of the same forces that are commonly associated with economic

globalization (i.e. the shrinkage of time and space). Thus, it is unlikely that we will see a significant U-turn back towards area studies in the foreseeable future. Even the federal Department of Education in recent years has taken significant steps to augment its traditional area studies orientation with support for a broader global studies agenda.

ISOP's current structure is thus out of step with developments in the real world, with the intellectual terrain of international studies, and with the funding environment. To bring the organization into line with these new realities, thematically oriented activities should be given considerably more prominence. This should not be done at the expense of area-based knowledge. Rather, **the appropriate institutional structure is two-dimensional:** with area centers representing pillars of knowledge through which are interwoven the themes of the global studies agenda. Making the central ISOP administration the incubator for the global studies agenda is the most effective way to bring about this two-dimensional structure, as it allows the centers to continue their historical missions while also encouraging inter-center (and hence inter-regional) collaboration.

The new initiatives outlined below will make the Vice Provost's office a key progenitor of programmatic activity. But if ISOP is to act, it needs to be an actor. As is often pointed out, the current organization is neither a department, nor a school, nor a division – it is “just ISOP.” Renaming ISOP the **UCLA International Institute** is a simple but effective way to acknowledge that the former ISOP is now a programmatic actor rather than merely a functional and administrative unit.

It should also be pointed out that in virtue of the transfer of authority over all the international IDPs from the Divisions of Humanities and Social Sciences to ISOP in July 2001, ISOP has become a significant teaching unit at UCLA. Although the connections between the IDPs and their cognate area centers vary considerably, none is funded nor administered by these centers. Moreover, there is no cognate center for ISOP's largest IDP, the undergraduate degree in International Development Studies that currently has well over 200 majors. This teaching role further increases the desirability of creating a centralized International Institute.

## **IV. New Initiatives**

### A. Thematic Research Programs

The UCLA International Institute will support several innovative interdisciplinary research programs that bring together UCLA faculty and graduate students from a variety of departments and schools, and, where appropriate, with scholars from around the world. Research teams will be responsible for formulating the precise content of their programs. However, all programs will fit into the major themes of the Institute, such as: new conceptions of security beyond conflicts between countries; the social consequences of global markets; governance and the proliferation of organizational forms "above" (regional, multilateral and NGOs) and "below" (independence movements) the nation-state; transnational cultures, identities and the changing parameters of civil society; and the interactions among the environment, public health and economic development.

In addition to producing scholarly research of the highest quality, the thematic programs will also both generate curricular innovations and disseminate their findings through public forums that will engage a broader audience of citizens, opinion leaders and policy makers.

Research programs will be funded for three years, after which they will be expected to find other sources of financial support for further activities. The Vice Provost (or the Institute's Associate Director, see below) will chair the selection committee for the research programs (which may be the faculty Advisory Committee, see below), with members who recuse themselves from participation in the program. Program awards will average \$75,000 for each of three years, with in kind administrative support provided by the Institute.

### B. Global Fellows

The Global Fellows program will bring each year to UCLA roughly a dozen outstanding younger scholars to pursue research projects that are compatible with the International Institute's agenda. Fellows will be selected in an international competition open to holders of doctoral degrees awarded no more than seven years prior to the commencement of the fellowship. In addition to pursuing their individual research projects, Global Fellows will teach one undergraduate seminar (possibly in the Global Studies major, see below) on topics closely related to their research projects.

Global Fellows will interact closely with a selected set of (4-6) UCLA Faculty Fellows who will act as their mentors. The Institute will also run a competition for the selection of (5-10) UCLA PhD students as Associate Fellows who will engage in their own research projects as well as interact with the Global and Faculty Fellows. The Institute's Fellowship will meet each week for informal lunches and research colloquia, and they will participate in public events involving academics and policy makers in debates on pressing issues of the day.

The Vice Provost will select the Faculty Fellows from the UCLA ladder faculty. This group will then act as the selection committee for the Global Fellows and the Associate

Fellows drawn from the UCLA student body (with the Vice Provost and the Institute's Associate Director as ex officio members). The stipend for Global Fellows will be approximately \$50,000; Faculty Fellows will be given administrative compensation packages; ABD PhD students will be paid an annual stipend of \$2,500.

## V. Internal Reorganization

### A. Institute Governance

Given the substantial increase in the activities and responsibilities of the Vice Provost's office, the position of **Associate Director** of the UCLA International Institute will be created. This will be a halftime position, with a workload similar to that of department chairs. An Institute faculty **Advisory Committee** will also be established to advise the Vice Provost on all matters pertaining to the Institute. The committee will meet quarterly. Its 9-person membership will be: the Vice Provost and Associate Director (ex officio), representatives selected by the Provost from Institute centers and programs (2), UCLA faculty (3), and external experts (2). An external **Advisory Board** comprising leading figures from public service and higher education as well as from the local community will also be established. The proposed organizational chart for the UCLA International Institute is presented in Appendix 3.

### B. Programmatic Reviews

The Institute and all of its constituent units and programs will provide detailed **annual reports** of their activities and **budget plans** for the coming year. In addition, the Institute and all its units will be subject to **external review every five years**. The selection of reviewers and the conducting of reviews will be the responsibility of the Vice Provost and the Associate Director (in collaboration with the Vice Chancellor for Research and the Academic Senate in the case of the ORUs). In addition, the Institute will be evaluated every five years in the context of the review of the Vice Provost.

### C. Central Administration

Only a few administrative functions are currently centralized in the Vice Provost's office: personnel and payroll, public information, and some aspects of computing services. In order to realize administrative scale economies, several functions currently carried out in individual centers and programs will be centralized at the Institute level. These include: budget management and accounting, data collection and database maintenance (particularly with respect to Title VI), grants and contracts (including proposal preparation and information on funding sources), website development and maintenance, and the business side (accounting, advertising, etc.) of publications. The Institute's central administration will also be more active in coordinating the activities of various centers in K-12 outreach, public affairs, marketing and event planning.

When combined with the new initiatives the Institute will undertake (including A & B above), the centralization of administrative functions will require an increase in the size of the Institute's core staff as well as the reorganization some of its current personnel and activities. Compare Appendices 2 & 3 to note the extent of these changes.

The flipside of this restructuring and centralization is that staff in the Institute's centers and programs will be reconfigured. The key management staff positions at centers and programs will be changed to concentrate on programmatic activities rather than on largely accounting ones. Many staff members were hired for their specialized knowledge of cultures, languages and history from around the world. Currently, these often highly

trained professionals devote much of their time to tasks for which they are not trained, and which often represent an inefficient and inappropriate use of their valuable skills.

#### D. Administrative Compensation

There are significant inequities that should be redressed in the current allocation of administrative compensation to UCLA faculty who perform academic leadership roles. In addition, new academic leaders in the Institute will have to be compensated for their time and energies. As a result, the Institute's administrative compensation packages will be reevaluated with the goal of matching them to the new environment.

#### E. The Asia Institute

At present, ISOP Asian studies operations comprise three single-country Centers (for China, Japan, and Korea), one regional Center (for Southeast Asia), and a Center for East Asian Studies (which overlaps with at least the Chinese, Japanese, and Korean Centers). There is also a thematic Center for Buddhist Studies and a program on Comparative and Interdisciplinary Research on Asia. These are nominally all part of an Asia-Pacific Institute that has neither a director, nor full-time staff, nor its own research programs. ISOP currently does not have a program in South Asian studies.

This unwieldy structure will be rationalized in the following ways. First, the Asia-Pacific Institute will be renamed the Asia Institute. An interim Director will be appointed, as well as a senior staff member (Assistant Director) and an administrative assistant. Significant program funds will be given to the Institute (in part under the auspices of a Freeman Foundation grant to UCLA). A national search will be undertaken to find a permanent Director of the Institute, who should be a world-class scholar with significant administrative experience. The Center for East Asian Studies will be dissolved. The Asia Institute will manage the Title VI center and continue CEAS's current outreach activities. The Asia Institute will also be charged with promoting collaborative projects among its constituent centers, as well as developing a program in South Asian studies (the first stage of which will be the creation of an undergraduate minor).

## **VI. Unfinished Business – The International IDPs & A Possible Global Studies Major**

ISOP currently has a wide array of regionally based IDPs at the BA, MA and PhD levels – ranging from a large (around 200 majors) undergraduate IDP in International Development Studies (IDS) to a very small PhD program in Islamic Studies. With the exception of IDS, the international IDPs are small programs (under roughly 50 students) with extensive foreign language requirements. The common structure for the IDPs is a small number (0-3) of core courses provided by ISOP, coupled with an organized menu of course offerings from the curriculums of other departments and schools on campus.

There are at least four questions that should be asked of the existing IDPs.

- What are their intellectual merits?
- How cost effective are they given their merits?
- Should study abroad (through EAP) be a central element of all the international IDPs?
- Should the discrete programs be more tightly coordinated or integrated, and if so, in what ways?

These are important questions that should be addressed through periodic review, within the International Institute and in conjunction with the Academic Senate's programmatic review process. They will also be addressed by a Taskforce on the IDPs that will be commissioned in 2002-3.

But there is an additional question to be entertained with respect to undergraduate education: should UCLA have a broad international studies major (as many peer institutions do)? Given the move towards thematic/global studies more generally, there seems to be a strong *prima facie* presumption that the Institute work towards creating a flagship major, possibly called **Global Studies** (the name of the very successful new major at UCSB, for example).<sup>10</sup>

Global Studies would be attractive to students who not only are interested in understanding the contemporary world, but also want to participate in shaping it. The major would be built around a set of core courses (on subjects such as security, development, governance and identity) to provide students with the knowledge base and analytic skills required for further study. Majors would then specialize in specific regions of the world or the international system, or in specific issues of special interest to them (for example, Islam, AIDS or inequality). All majors would take capstone senior seminars in which they would write senior essays related to their particular courses of study, often working in conjunction with Fellows of the Institute.

In order to broaden further the perspectives of Global Studies students, all majors would spend time during the academic year or the summer studying or working outside the United States. The University of California's Education Abroad Program would oversee

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<sup>10</sup> *The costs and benefits of a similar M.A. program should also be investigated.*

the formal courses of study. The UCLA International Institute would also help students secure worldwide internships in the public, private and non-profit sectors.

The IDP Taskforce will not only analyze the existing international IDPs; it will also explore the desirability and feasibility of creating a Global Studies major.

## **VII. An Implementation Time Line**

- May-September 2002: implement internal reorganization; recruit Advisory Board
- September 2002: announce RFP for new research programs; solicit applications for Global Fellows program
- October 2002: convene committee to review IDPs and explore the merits of establishing the Global Studies major; begin search for Asia Institute Director
- January 2003: first new research programs begin
- October 2003: first class of Global Fellows arrives on campus
- October 2004: Global Studies major initiated (possible)

**APPENDIX 1-A**  
**2000-2001 Income/Expense Statement**

<b>BY FUND</b>	<b>APPROPRIATIONS</b>	<b>EXPENSE</b>	<b>BALANCE</b>
ENDOWMENT	1,797,681.34	634,675.97	1,163,005.37
FEDERAL	1,916,232.40	1,347,917.53	568,314.87
GENERAL	4,611,452.55	4,178,131.34	433,321.21
OTHER	455,071.14	264,107.86	190,963.28
PRIVATE	4,411,094.43	1,936,798.61	2,474,295.82
RESERVES	1,368.00		1,368.00
SALES OR SERVICE	1,090,492.81	641,516.56	448,976.25
STATE	18,278.70	17,070.91	1,207.79
TUITION/FEE	108,590.28	109,019.65	(429.37)
<b>Grand Total</b>	<b>14,410,261.65</b>	<b>9,129,238.43</b>	<b>5,281,023.22</b>

<b>BY SUB</b>	<b>APPROPRIATION</b>	<b>EXPENSE</b>	<b>BALANCE</b>
EMPLOYEE BENEFITS	564,701.52	639,537.23	(74,835.71)
EQUIP. & FACILITIES	72,519.84	106,722.58	(34,202.74)
GENERAL ASSISTANCE	1,938,503.82	1,794,905.94	143,597.88
RECHARGES	(34,992.50)	(15,417.45)	(19,575.05)
SALARIES-ACADEMIC	1,812,410.38	1,896,940.11	(84,529.73)
SALARIES-STAFF	1,352,354.15	1,223,427.95	128,926.20
SPECIAL ITEMS	2,020,934.92	2,151,625.33	(130,690.41)
SUPPLIES AND EXPENSE	1,689,454.85	1,332,740.33	356,714.52
UNALLOCATED FUNDS	4,994,374.67	(1,243.59)	4,995,618.26
<b>Grand Total</b>	<b>14,410,261.65</b>	<b>9,129,238.43</b>	<b>5,281,023.22</b>

**APPENDIX 1-B**  
*Total Expense – All Funds 2000-2001*

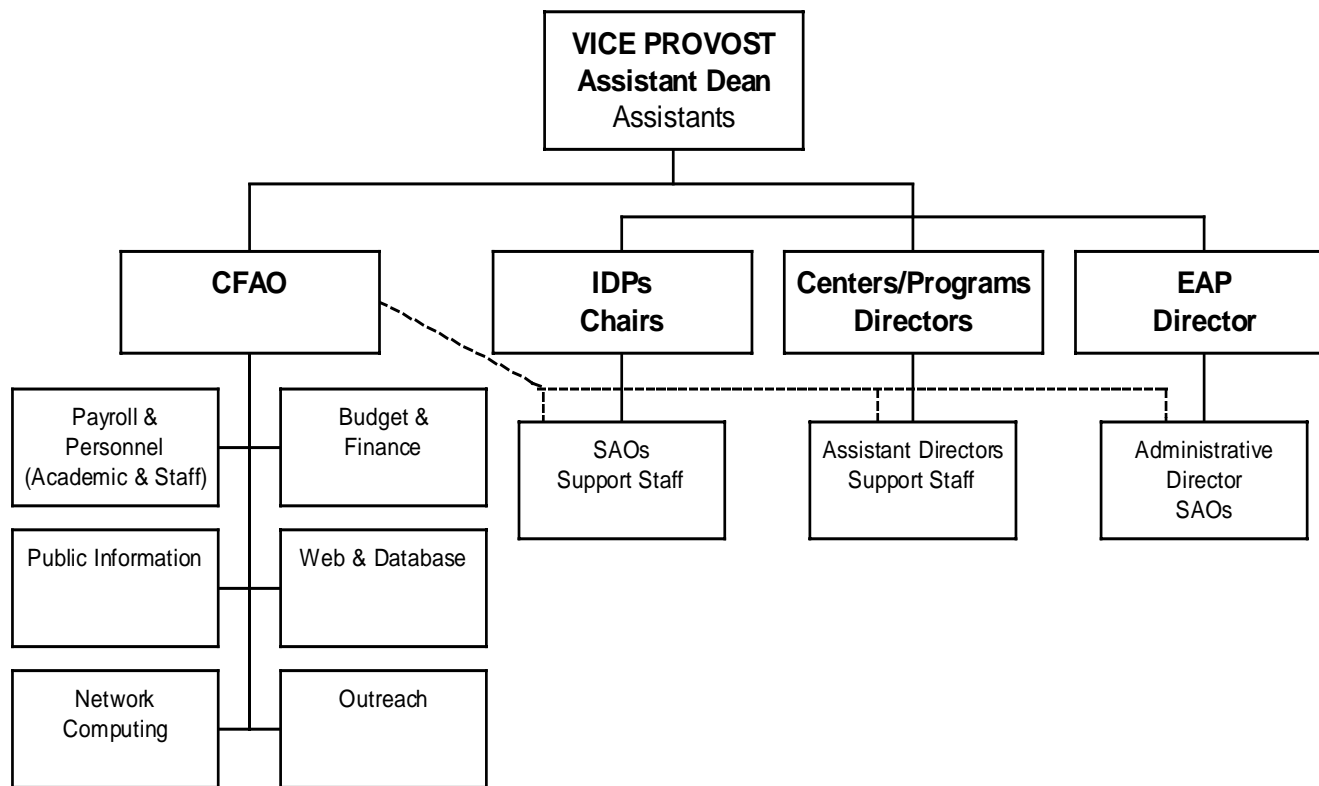
UNITS	GENERAL ADMIN.	BENEFITS	RESEARCH	TEACHING	PROGRAM ACTIVITIES	DEV. AND OUTREACH	PUBLICATIONS	TOTAL
1) ISOP ADMIN.	1,150,645	106,001	325,003		75,538	96,264	8,026	<b>1,761,476</b>
2) ORUs & BCIR	1,162,491	283,911	669,130	1,003,965	319,682	164,027	590,035	<b>4,193,240</b>
3) ASIA UNITS	539,360	142,359	413,616	438,663	215,394	83,945	8,760	<b>1,842,098</b>
4) OTHERS	188,678	83,241	194,719	176,926	219,372	21,361	8,139	<b>892,436</b>
<b>Total</b>	<b>3,041,174</b>	<b>615,512</b>	<b>1,602,467</b>	<b>1,619,554</b>	<b>829,986</b>	<b>365,597</b>	<b>614,960</b>	<b>8,689,250</b>

**Appendix 1-C**  
**General Funds – 2000-2001**

<b>UNITS</b>	<b>GENERAL ADMIN.</b>	<b>BENEFITS</b>	<b>RESEARCH</b>	<b>TEACHING</b>	<b>PROGRAM ACTIVITIES</b>	<b>DEV. AND OUTREACH</b>	<b>PUBLI-CATIONS</b>	<b>TOTAL</b>
<b>1) ISOP ADMIN.</b>	1,034,856	99,200	26,206		1,928	16,035		<b>1,178,226</b>
<b>2) ORUs &amp; BCIR</b>	1,106,452	183,450	152,520	41,071	36,919	56,134	16,855	<b>1,593,403</b>
<b>3) ASIA UNITS</b>	457,870	85,544	63,025	596	89,422	21,085	6,445	<b>723,987</b>
<b>4) OTHERS</b>	164,382	71,853	108,618		204,301	12,720	8,139	<b>570,013</b>
<b>Total</b>	<b>2,763,561</b>	<b>440,047</b>	<b>350,370</b>	<b>41,667</b>	<b>332,569</b>	<b>105,975</b>	<b>31,440</b>	<b>4,065,629</b>

APPENDIX 2.

CURRENT STRUCTURE OF INTERNATIONAL STUDIES & OVERSEAS PROGRAMS (ISOP)



APPENDIX 3

PROPOSED STRUCTURE OF UCLA INTERNATIONAL INSTITUTE

