

March 9, 2022

IVPGE Richard Hughey
Office of the Chancellor

RE: International Center Proposal

Dear Richard,

The Academic Senate has reviewed the proposal for an International Center on the UC Santa Cruz campus, intended to engage with and provide a space for international undergraduate and graduate students, researchers, faculty, and visitors. The Committees on Affirmative Action and Diversity (CAAD), Educational Policy (CEP), Teaching (COT), and Planning and Budget (CPB) have responded. The Committee on International Education (CIE) provided its most recent response directly on January 19, 2022—the same day the proposal was submitted for broader Senate review. CPB’s response referenced CIE’s earlier responses.

All responding committees expressed broad support for the International Center, and the committees also had specific and detailed feedback on scope/audience of center, budget, and staffing for the proposed center. The committee responses are briefly summarized here and also enclosed for your review.

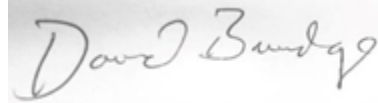
CAAD, CEP, and CPB all expressed concern that the scope and/or audience for the center was perhaps overly broad and suggested considering narrowing its scope. CAAD in particular provided detailed discussion of how graduate and undergraduate student needs vary, and that student needs vary from researcher and faculty needs. CPB suggested starting with a narrower scope, and having the center grow over time, as one alternative way to proceed. CPB also wondered how the proposed Center would build upon existing campus support structures. CPB and CEP inquired about the role of International Student and Scholar Services (ISSS) given the proposed Center’s model.

CIE and COT articulated their support for an advisory board to the planned International Center, and encouraged working through existing structures for consultation. Beyond that, some of the committees expressed concerns around staffing. CAAD and COT noted that effort should be extended to appoint culturally competent staff for the Center. CAAD also wondered about the possibility of GSRships that would support graduate students and the Center. While COT supported the idea of locating mentorship programs at the Center, both COT and CEP suggested the possibility of locating academic support programs for international students at the Center as well.

CPB honed in on resource needs more directly, and raised questions that CIE also raised in earlier reviews regarding the staffing heavy model and overall staffing structure for the proposed Center. CPB wondered whether planned compensation for Center oversight (salary augmentation) is realistic or optimal for staffing the center in terms of workload for the assistant director. CPB and CIE also suggested that insufficient details were provided regarding the budget. CPB additionally would have liked to have seen additional details on planned space for the Center. CPB points out that Global Engagement will be requesting funding for the Center as part of its request during the campus resource call, and expects that these details may be worked out more fully at that time. However, CPB notes the challenge for the committee in evaluating a proposal without sufficient details regarding resource needs and space and budgetary impacts.

The Senate appreciated the opportunity to comment on the International Center proposal.

Sincerely,

A handwritten signature in cursive script, reading "David Brundage", is displayed within a light gray rectangular box.

David Brundage, Chair
Academic Senate

Enc: Bundled Committee Responses

cc: Becky George, Assistant Vice Provost of Global Engagement
Jeremy Hourigan, Faculty Director, Global Engagement
Kirsten Silva Gruesz, Chair, Committee on Affirmative Action and Diversity
Tracy Larrabee, Chair, Committee on Educational Policy
Jorge Hankamer, Chair, Committee on International Education
Catherine Jones, Chair, Committee on Teaching
Dard Neuman, Chair, Committee on Planning and Budget
Matthew Mednick, Director, Academic Senate

March 1, 2022

David Brundage, Chair
Academic Senate, Santa Cruz Division

Re: International Center Proposal

Dear David,

The Committee on Affirmative Action and Diversity (CAAD) has reviewed the International Center proposal put forth by the interim Vice Provost of Global Engagement (iVPGE) Hughey. CAAD is broadly supportive of the proposed International Center, and concurs that such a center could provide significant support for international students, post-docs, and faculty. However, CAAD would underscore the fact that these communities are quite varied, and it will be a significant challenge to serve all of them with a single International Center, even given the substantial staffing proposed as part of this center. For example, the needs of international undergraduates are quite different from the needs of international graduate students, despite certain shared challenges (e.g. navigating visa processes). The demographic profiles of these two groups are also distinct on our campus. For example, international undergraduates are primarily from China (74%), while international PhD students come from a less skewed set of countries (China 34%, India 13%, Iran 5%, etc.).¹

Other communities for whose benefit the International Center is proposed include post-docs, visiting scholars/faculty, and permanent UC Santa Cruz faculty. Their interests differ from student groups and from each other, and it does not appear that these communities have been surveyed about their potential interest in an International Center, or what services they would like such a center to provide. CAAD wonders whether the proposed International Center might need to be narrowed in scope, or compartmentalized in such a way that student-oriented activities are managed apart from activities oriented toward international post-PhD faculty and researchers. At a minimum, a more elaborated plan for what services will be provided for which groups, and how they will be delivered, is needed.

Along similar lines, CAAD notes that undocumented students have particular needs which are not shared by other international students. We recommend that special consideration be given to how undocumented students will be served by the proposed International Center.

CAAD believes that students will be best served at this International Center by staff and leadership who themselves have an international background, or at least have significant experience as international students or scholars abroad. Special attention should be paid to hiring staff and leadership who have the cultural competencies needed to fully serve students from the particular international backgrounds that are represented at UC Santa Cruz. CAAD therefore recommends that finding staff and leadership with international backgrounds be prioritized as part of the hiring process.

¹ <https://www.universityofcalifornia.edu/about-us/information-center/fall-enrollment-glance>

Additionally, CAAD wonders if part-time GSR positions for international graduate students could be created to augment the permanent staff at the International Center. Such positions could provide valuable support for international graduate students, provided that the associated workload does not unduly interfere with those students' progress through their graduate programs. Hiring international GSRs could also contribute to the goal of hiring staff with the appropriate cultural competencies and experiences to effectively support our international study body.

Responses to the student survey about the International Center recommended that the proposed center be a welcoming place for non-international students as well as international students, in part so that international students can benefit from interactions with their US-based peers. CAAD agrees, and would add that it would be inappropriate to restrict this space to international students alone, given the significant space and staffing resources being allocated to the proposed center.

Sincerely,



Kirsten Silva Gruesz, Chair
Committee on Affirmative Action and Diversity

cc: Tracy Larrabee, Chair, Committee on Educational Policy
Jorge Hankamer, Chair, Committee on International Education
Yat Li, Chair, Committee on Courses of Instruction
Dard Neuman, Chair, Committee on Planning and Budget
Catherine Jones, Chair, Committee on Teaching

February 22, 2022

David Brundage, Chair
Academic Senate

Re: Request for Feedback on Proposed International Center

Dear David,

The Committee on Educational Policy (CEP) has reviewed the proposal for the International Center to support international undergraduate and graduate students, researchers, and faculty. The Committee applauded the effort that Global Engagement has made to make this happen using only minimal resources. The Committee's discussion of the center led to two sets of questions:

1. Has Global Engagement considered having International Student and Scholar Services offer support there? How about other services such as peer tutoring or other academic life enrichment?
2. We realize that Global Engagement is only proposing one center, and that having it support undergraduates, graduates, faculty, and international scholars is quite a lot of activity. Do you have a vision of how to support your different demographic populations?

Thank you for the opportunity to comment on this positive proposal.

Sincerely,



Tracy Larrabee, Chair
Committee on Educational Policy

cc: Jorge Hankamer, Chair, Committee on International Education
Yat Li, Chair, Committee on Courses of Instruction
Dard Neuman, Chair, Committee on Planning and Budget
Catherine Jones, Chair, Committee on Teaching
Kirsten Silva Gruesz, Chair, Committee on Affirmative Action and Diversity

March 1, 2022

David Brundage, Chair
Academic Senate, Santa Cruz Division

Re: International Center Proposal

Dear David,

The Committee on Teaching (COT) has reviewed the proposal for an International Center and appreciates the opportunity to comment on the proposal. We broadly support the endeavor to establish an International Center as part of a more holistic effort to support international students at UC Santa Cruz. As you suggest, cultivating a sense of belonging is vital for student success, and the idea of creating a space where students can gather and build networks of mutual support strikes us as very worthwhile. We support the proposal to create an advisory board to help guide this process and encourage you to work through existing Senate structures for consultation where possible.

We further support the idea of locating mentorship programs at the center and encourage you to consider locating academic support programs for international students at the center as well. As you work toward refining and advancing your plans for further staffing of the center, we encourage you to consider the different constituencies that make up our international student body and consider seeking staff with relevant cultural and linguistic expertise. Such staff would be well-positioned to support students and faculty working with those students.

While some of the biggest challenges (identifying space, finding funding, hiring staff) are beyond our committee's purview, we wish to convey our support for the larger objectives the establishment of such a center aims to achieve.

Sincerely,



Catherine Jones, Chair
Committee on Teaching

cc: Kirsten Silva Gruesz, Chair, Committee on Affirmative Action and Diversity
Tracy Larrabee, Chair, Committee on Educational Policy
Jorge Hankamer, Chair, Committee on International Education
Yat Li, Chair, Committee on Courses of Instruction
Dard Neuman, Chair, Committee on Planning and Budget

March 1, 2022

David Brundage, Chair
Academic Senate

Re: International Center Proposal

Dear David,

The Committee on Planning and Budget (CPB) has reviewed the revised proposal for an International Center and related correspondence. CPB, like the Committee on International Education (CIE), is in broad support of the proposal. An International Center would meet many of the campus's international students' needs—for advising, community, and support—and a physical center with expanded programming would help it do so. CPB does have a number of questions regarding the proposed center's scope, staffing structure, and resource needs.

Scope:

- Beyond Global Programming and Global Engagement, it was unclear to CPB how the proposed center would build upon, or potentially replace, existing campus support structures. Will it be taking over the role of International Student and Scholar Services (ISSS), for example?
- CPB also noted that the goal to serve such a large population (undergraduate students, graduate students, postdocs, visiting students and scholars, and international faculty) is quite ambitious. Have other options, such as starting smaller, with just a center for students, and letting the center grow over time, been considered?

Staffing structure: CPB understands that the staffing/programming balance was revised following CIE's review, but received no information about how it was revised. Based on the proposal we reviewed, CPB wonders:

- Is the center still staffing-heavy, in comparison to other resource centers on campus, and if so, why? Most appear to have 2-3 staff (a director, a programs coordinator, student support, and interns); this one has 3+ staff (directorial oversight, assistant director, student advisor, programs coordinator).
- Is oversight of an assistant director by the Director of Global Programming (compensated by a 15% salary augmentation) the optimal staffing structure? Is this realistic for the Director in terms of the workload?

Resource needs: Insufficient details were provided regarding space or budget. Given that, CPB asks:

- Where might the center actually be located? Are there appropriate spaces on campus that are currently being considered? Might a new space have to be built?
- Is there an estimated budget for staffing and start-up costs?

Regarding resource needs, CPB understands that the Global Programming unit will be requesting funding in the campus resource call and that answers to these questions will be forthcoming at that time. Nevertheless, it is challenging for the committee to evaluate the proposal without sufficient

details regarding resource needs and space and budgetary impacts, the review of which is CPB's primary charge. If these details were included at the proposal stage, CPB would be better able to form an opinion on proposals.

CPB appreciates the opportunity to review this proposal.

Sincerely,



Dard Neuman, Chair
Committee on Planning and Budget

cc: CAAD Chair Silva Gruesz
CCI Chair Li
CEP Chair Larrabee
CFW Chair Orlandi
CIE Chair Hankamer