

## **COMMITTEE ON INTERNATIONAL EDUCATION 2012-13 Annual Report**

To: Academic Senate, Santa Cruz Division

The Committee on International Education (CIE) worked throughout 2012-13 to accelerate the internationalization of UCSC. This year the committee focused on two areas: the “import” of international students to enroll at UCSC, and the “export” of UCSC students to undertake study abroad activities. Next year, CIE will promote a broad vision for internationalization of the campus, including faculty research connections, institutional partnerships, and on-campus support for international students.

### **CIE’s 2012-13 Activity Areas**

#### **The Systemwide Education Abroad Program (EAP)**

UCSC continues to be in the top three UC campuses sending students abroad through UC EAP. Four hundred twenty-one students participated in study abroad in 2012-13 and 426 are scheduled to study abroad in 2013-14. High participation in EAP has led to a revenue share of \$135,406 from EAP, which UCSC received in July 2012. Half of these funds were held centrally and the remainder was provided to the International Education Office (IEO) for various one-time supports.

CIE would have preferred that all of the funds went to IEO, and wrote to Executive Vice Chancellor (EVC) Alison Galloway (October 26, 2012) inquiring about the half that was held centrally. The EVC’s response (December 20, 2012) indicated her support for new initiatives aimed at growing international education programs on campus.

CIE consulted with UCEAP Director Jean-Xavier Guinard on February 12, 2013. Director Guinard explained that some campuses diverted the entire UCEAP allocation to scholarships for students. CIE contended that any portion of these funds supporting staffing in the IEO was a positive development. Lower revenues in 2012-13 will not allow for sharing with the campuses again. UCEAP is increasing its scholarship fund, though, and UCSC will receive ~\$24,000 to distribute to its EAP participants.

Director Guinard noted that new programming from UCEAP will focus on shorter programs, programs in English, internships, service learning, research, and multi-site programs. In anticipation of such opportunities, UCEAP is looking to re-engage faculty members by creating a new faculty model for academic oversight, integrating faculty advisory committees by region or discipline. New faculty opportunities may become available through EAP, for example as visiting professorships with six month opportunities for faculty members to travel, teach, and advise abroad.

However, state funding is being stripped from UCEAP; all state subsidies will be gone by 2015-16. Enrollments reached record heights (~4800) in 2010-11, and declined slightly (~4500) for 2012-13.

### **The International Education Office (IEO)**

CIE invited the Director of IEO, Anne Butler, as a guest to all CIE meetings in 2012-13. By 2012, IEO had sustained budget cuts of more than 30% since 2007-08, and was down from eleven FTE to just eight. In March 2013, Director Butler was authorized to hire a new FTE position for Programs Abroad support. Unfortunately, the two current IEO programs abroad advisers resigned in spring 2013, meaning that all three advisers will be new to the job.

With such a small staff and so many UCSC students interested in studying abroad, IEO advisers deal with a heavy load of EAP applications. There is a large ratio of inquiring applicants to students who actually go abroad, which limits the time the advisers can spend with the finalized EAP participants. Director Butler submitted a proposal for a \$137 application fee for EAP. This fee was approved and will take effect on applications accepted in fall 2013 and beyond.

### **International Enrollment at UCSC**

In 2007-08, UCOP established non-resident enrollment targets for each campus. Non-resident tuition (NRT) is significantly higher than California resident tuition (an additional \$22,878 for 2012-13) and campuses retain these funds each year. The UCOP targets are an assumption of the NRT each campus will collect, and if a campus does not reach their target, they face a budget shortfall. UCSC has missed its non-resident enrollment target every year since 2007-08, with the budget shortfall increasing each year. In 2010-11, UCSC's budget shortfall due to under-enrollment of nonresident students was \$3,570,000.

CIE investigated the last decade of international enrollments at the nine undergraduate UC campuses and discovered that UCSC has had the lowest percentage of international students (relative to total undergraduate population) since 2007 and is the only campus with a declining international population over the last five years. CIE then looked at the process for recruiting and admitting international students. This research showed that from 2009 to 2012, UCSC received less than half of the international applications received by comparable UC campuses (Santa Barbara, Davis, and Irvine). UCSC was the only campus that rejected over 50% of its international applicants during that time period. UCSC had the lowest yield rate (< 2.0%) of all UCs. "Yield rate" refers to the percentage of admitted students that actually enroll as a part of the incoming class. CIE presented this data in a report to the Academic Senate at its March 8, 2013 meeting.

The CIE report was the result of committee research as well as consultation with Michael McCawley (Director of Admissions) and Michelle Whittingham (Associate Vice Chancellor of Enrollment Management). The CIE report clearly put them to task; within a month after the report's release, the Committee on Admission and Financial Aid (CAFA) instructed the Office of Admissions to increase flexibility in reviewing international applications for 2013-14. CAFA also established a target of 100 incoming international students for fall 2014 (only 14 came in fall 2013). The Office of Admissions then divided applicants into three distinct pools: California residents; domestic nonresidents; and international nonresidents. As a result, the acceptance rate for international students was ~60% for 2013-14.

At this point, faculty involvement is lacking in the recruitment and yield processes. CIE would like to continue to work with Director McCawley and AVC Whittingham to find ways to utilize

faculty expertise and experience to increase international enrollment. Importantly, even with 100 incoming international frosh in fall 2014, UCSC will still fall short of its UCOP nonresident enrollment goal of 440 total undergraduate nonresidents. Much work remains to increase the number of international students that apply and gain admission to UCSC.

Following the presentation of its report to the Academic Senate, CIE consulted with Vice Provost and Dean of Undergraduate Education (VPDUE) Richard Hughey and EVC Galloway to ensure that internationalization was a priority of the campus. VPDUE Hughey opened staff recruitments to support international recruitment and on-campus support, including two positions in the Office of Admissions and new positions in the IEO. VPDUE Hughey also augmented the Faculty EAP Director role to create a position (to be held by a faculty member) charged with leadership for international issues on campus. The new position is the “Associate Dean for International Education.” The position has an interim in 2013-14 who is Joel Ferguson from the Computer Engineering Department. This year there will be a search for a candidate to serve in the position for the subsequent two years (2014-2016).

CIE’s report, our collaboration with CAFA, and our discussions with the Senate Executive Committee (SEC) led VPDUE Hughey to contract with an international strategic planning consultant to advise on the systemic changes needed for internationalization. The consultant is Ian Little of CDB Solutions, LLC. Members of CIE met with Mr. Little on May 14, 2013 and on July 3, 2013. The committee will continue to work with Mr. Little throughout 2013-14 to draft a campus internationalization plan, implement a faculty international survey, and ensure proper on-campus supports for international students.

### **Faculty-led Programs Abroad**

Though the issue of international enrollments occupied much of CIE’s attention in 2012-13, the committee worked throughout the year on strategies to re-establish faculty-led programs abroad for UCSC. Currently, students wishing to study abroad have two options: enroll in an EAP program or enroll in an independent (non-UC) program.<sup>1</sup> UCSC has no administrative structure or policy on faculty-led programs.

CIE recognizes that faculty-led programs are quality instruction and a long-standing practice in many American universities. In 2011-12, CIE attempted to implement faculty-led programs abroad by offering 4-6 weeks programs in conjunction with UCSC Summer Session. CIE sent out a call for proposals for faculty-led programs in June 2011, but budget uncertainties and inadequate planning made it impossible to convert any of these proposals into actual programs by the summer of 2012. The understaffing of the IEO, particularly in the Programs Abroad Office, continued to make faculty-led programming impossible in 2012-13. As noted before, Director Butler was authorized in March 2013 to establish a new international adviser position. CIE is hopeful that a percentage of this new adviser’s time will be set aside for faculty-led programs.

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<sup>1</sup> The second option (independent study abroad) will be limited from now on; in 2011, Former UC Provost Lawrence Pitts lifted the UC mandate that campuses provide financial aid for independent programs and beginning in 2012-13, the Financial Aid Office discontinued federal financial aid for students that participate in an independent study abroad program.

In May 2012, UCEAP provided a proposal to host UCSC faculty-led programs abroad. CIE re-considered the proposal this year, noting many positives such as: the use of the student management software already being used by IEO for existing EAP programs, the familiar UCEAP brand, the ease of credit articulation, many administrative details, and the bundling of financial aid for student participants. One major drawback of the proposal is that it assumes that IEO staff can provide support to faculty as they design the program abroad. As noted before, IEO staffing levels are too low to properly provide this support. This would likely result in additional work being pushed out to UCSC faculty and IEO staff.

This year CIE sought information on various third-party study abroad vendors that could partner with UCSC faculty to design programs. There are many such vendors to choose from and IEO already has relationships with some companies that manage independent study abroad experiences for UCSC students. Again, uncertainties about budgets, financial aid, and the staffing turnover in the IEO led CIE to delay (but not cancel) its pursuit of faculty-led programs abroad. EVC Galloway, during consultation with the committee, expressed her support for the unique experience offered by UCSC faculty-led programs abroad. She stressed that these programs must be financially solvent.

#### **Other CIE Business**

CIE discussed and commented on the following systemwide and divisional proposals:

- Rebenching Report (October 26, 2012);
- Proposed Open Access Policy (November 26, 2012; June 28, 2013);
- Proposed Ambassador Fellowship Program (April 29, 2013).

#### **CIE's Ongoing and Anticipated Activities for 2013-14**

Next year, the CIE is developing a work plan that will continue to pursue its existing initiatives from last year, and explore some new activities for UCSC's internationalization.

Continuing activities and monitoring of progress will include:

- Monitoring and supporting the recruitment efforts of the Office of Admissions;
- Designing and administering a faculty international survey that will highlight faculty who have international experience, who can engage the interests of international students, and promote international learning and research. This is intended to lay the groundwork for faculty engagement in internationalization of the university;
- Working closely with International Consultant Ian Little as he continues to assess and suggest improvements for the international architecture at UCSC;
- Consider the feasibility of hosting a pilot of two to three faculty-led programs abroad as early as summer 2014, after identifying the best third-party partner or partners. CIE is working closely with Assistant Vice Provost Jessica Fiske Bailey in this endeavor.

New initiatives and activities that we intend for our work plan will include:

- Building a database of faculty and staff with interests in the internationalization of UCSC. The 2012-13 committee drafted a survey to collect the international contacts and experience of faculty and staff members at UCSC. This survey can be used to build a contact database. Working in conjunction with the VPDUE's office and Interim Associate Dean of International Education Ferguson, CIE plans to collect this important data in 2013-14. The database will be a valuable tool not only for international recruitment and retention, but also for increasing UCSC's profile through international research collaborations;
- Exploring ways faculty can lead educational trips abroad for no-credit;
- Discussing and developing a proposal to the Committee on Educational Policy (CEP) for an undergraduate International Baccalaureate honor.

Respectfully submitted;

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