

Committee on International Education 2015-16 Annual Report

To: Academic Senate, Santa Cruz Division

The Committee on International Education (CIE) advises the Senate and campus administration on matters related to international education on the UCSC campus, initiates studies and reviews, and assists in the formulation of policies regarding international education at UCSC. This year, CIE's work directly addressed the need for increased faculty engagement with campus internationalization efforts.

Strategic Planning and Campus Structure for Internationalization

The most critical issue for CIE this year has been engaging with the administration on campus structure and strategic planning for internationalization. This engagement, for several reasons, has also been the committee's biggest challenge this year. While some progress has been made, a clear understanding of the administration's vision and commitment to this issue, and what resources and investments are planned, is needed to plot a prudent pathway forward.

Vice Provost for Global Engagement Search

During 2014-15, the committee responded to the CP/EVC's announcement (May 29, 2015 Senate meeting) that plans were in place for the creation of a Vice Provost for International Engagement on the campus. The committee's correspondence (June 2015) articulated recommendations under four broad themes/needs for the campus, including:

- the need to build a strategic and collaborative process for global engagement
- research as the leading edge of our outward move, which includes international collaborations and activities that connect research, teaching, recruitment, and partnerships
- international graduate and undergraduate recruitment
- building faculty regional work groups with the goal of strengthening regional expertise and interdisciplinary alliances, to improve the quality and breadth of both research and teaching on campus.

In that letter, the committee articulated its interest in continuing collaboration with the administration as the VPIE search takes shape and is launched. In 2015-16, the committee revisited this issue and followed up with the CP/EVC (November 2015). The committee raised a set of questions around the job search, including a timeline for finalizing the job description, the scope of the search and plans for advertising the position, as well as the role for faculty in the search process. As yet, the committee has not received a response to its correspondence on this topic.

The CP/EVC, in an email to the campus (April 2016), announced that Senior International Officer Joel Ferguson was appointed as Interim Vice Provost for Global Engagement. According to that e-mail, the VPGE will provide campus leadership in the prioritization of strategic goals, execution of programs that increase the success of international students, establishment of worldwide research partnerships, and raising the campus' international presence. However, the committee remains unclear about the administration's plans to launch the VPGE search. VPGE Ferguson, during consultation (4/19/16), noted that the recruitment for the permanent VPGE is expected to

begin at the discretion of the new CP/EVC, likely after January 2017. Given the delay in the CP/EVC search, it is not clear if the VPGE recruitment will also be delayed. The committee looks forward to collaborating with the administration, and will continue to make every effort to actively participate in the VPGE search next year.

Collaboration with Interim VPGE on Strategic Planning

The committee consulted with SIO/Interim VPGE Joel Ferguson during winter and spring quarters (January 2016, April 2016, May 2016) on the topics of strategic planning for internationalization, vision and goals for internationalization, infrastructure to support internationalization, and his trips abroad.

Developing a campus strategic plan for internationalization emerged as the most significant and complex topic of consultation during spring consultations. The VPGE proposed that the committee take the lead to create a strategic plan for global engagement for UCSC. He noted the need to build both a top-down and bottom-up process and the need to build consensus, areas where CIE could provide support. He also proposed the American Council of Education (ACE) as a resource that can help with the strategic planning process, through their “internationalization lab.” International Education Office Director Becky George, who attended the consultation with VPGE Ferguson, has experience with the ACE labs. VPGE Ferguson has stated he will create a task force to build a strategic plan, which would be an eighteen-month process, and he has proposed that CIE take a lead role in this process.

CIE invited VPGE Ferguson to consult again with the committee at its last meeting of spring quarter, and provided a set of questions for the consultation. In its letter to the VPGE (5/13/16), the committee raised several concerns. First, the committee sought to clarify the nature of the collaboration between CIE and the newly formed Division of Global Engagement toward developing and advancing a campus strategic plan. The committee communicated that any efforts to develop a strategic plan should be led by the VPGE. This includes providing leadership and infrastructural support. CIE is committed to being an active partner and to *collaborate* in the development and advancement of a campus strategic plan. The committee also recommended consideration of alternate ways to proceed with strategic planning, in place of the ACE internationalization lab. The committee requested data on how other campuses, particularly UC sister campuses, have proceeded with internationalization. The committee also suggested an alternative to the proposed eighteen-month plan, a process that would bring similar results within a shorter time frame and leverage existing reports and efforts completed in recent years. Finally, the committee requested samples of ACE reports from comparable universities who had contracted with them, in order to assess the value of the ACE process. During the final consultation (5/31/16), the questions were discussed at greater length, although without the data on sister campuses and a draft charge and timeline for the proposed task force anticipated from the VPGE. At this consultation, VPGE Ferguson noted the central administration’s preference for campus development of its own strategic planning process, modeled after the ACE lab, but conducted in-house. The VPGE discussed possibilities for task force membership, and noted that next steps include asking the Chancellor to put forward a charge for the task force, and developing a list of names for possible membership. The VPGE expects to launch a task force as early as fall quarter 2016.

In the coming year, CIE expects to revisit and update the Senate Executive Committee's *Proposal for a Framework for International Engagement* (February 2015) and share this information with the VPGE as part of its broader collaboration on strategic planning for internationalization. The committee agrees that a strong sense of vision, goals, and purpose aligned with faculty needs is necessary in the planning process. Clear administrative vision and commitments are also needed, particularly given the changing context of issues impacting internationalization at the state, UC, and local levels.

International Collaboration Agreements

Following up on last year's report on this issue ("Making International Collaboration Agreements Swift, Flexible, and Open," May 2016), the committee pursued the topic of international agreements, the MOU process, and support for developing pipelines and collaborations as well as plans for international outreach, with VPGE Ferguson (CIE to VPGE January 12, 2016; April 12, 2016). The committee did not have adequate time for consultation with the VPGE on this issue, however, and remains concerned about a vision and strategy for developing research partnerships, campus infrastructure for support of internationalization initiatives, levels of staff support, and administrative commitment. Recommendations in the committee's May 2015 report include updating campus guidelines on international collaboration agreements, making available to faculty an open web based summary of existing collaborations, creating a central archive for agreements, and developing a process for top-down and bottom-up agreements. The committee will continue to monitor this issue in 2016-17.

International Enrollment and Recruitment

The committee's interest in better understanding current international enrollment and recruitment efforts on the campus stems from long-standing interests in 1) furthering the goal of increasing international enrollments on the campus, 2) increasing the depth and quality of the international pool, 3) increasing the yield and retention rate of the international students, 4) availability of resources to support international students on the campus.

The committee appreciates that many factors impact campus decisions about international enrollment. More recently, the political context in California has also become more fraught for internationalization, evidenced by the release in March 2016 of the State Auditor's Report "UC: It's Admission and Financial Decisions Have Disadvantaged California Residents." To better understand enrollment and recruitment, the committee decided to re-institute consultation with the Associate Vice Chancellor for Enrollment Management (AVCEM) Whittingham on this topic. Specifically, the committee sought to understand the vision and goals for international admissions; review the Office of Admissions International Recruitment Plan (and better understand outreach activities), enrollment targets for the next academic year; and receive an orientation into selection criteria, yield, and composition of the applicant pool. The committee reviewed data on recent trends in international enrollments at both the campus and UC level prior to consultation. The committee will continue to review and monitor these issues on an annual basis.

Faculty Regional Workgroups

Throughout the year, the committee discussed how to best facilitate the implementation of Faculty Regional Workgroups. The Senate Executive Committee's Report *Proposal for a Framework for International Engagement* (February 2015) called for the campus Senior International Officer to

establish faculty regional workgroups to facilitate international outreach and collaboration. The committee considered the workgroups this year as a source of networking, potential collaboration, information sharing, and community building. The committee discussed alternative models for implementation – for example, a low traffic email list. The committee also discussed the possibility of two levels, a core advisory group that would be comprised of members with regional expertise willing to have proactive involvement in campus internationalization issues and a general group interested in discussion and information sharing. The committee considered, but did not find it feasible, taking the lead in establishing the workgroups, and agrees these groups are best administered and overseen by the Vice Provost for Global Engagement. The VPGE's current work surveying faculty about their international research connections (building on CIE's 2013-14 Faculty Survey), which he discussed in consultation with the committee (April 2016), could present the possibility of a launching point for faculty regional workgroups. This issue needs further consultation with the VPGE, and will be a continuing issue for the committee in 2016-17.

Local and Systemwide Issue Review

In addition to the issues identified in earlier sections of the report, the committee reviewed and commented on the following issues and/or policies:

- Review of Proposed Revision to Senate Regulation 621 (October 2015)
- SIO/VPGE Proposed 3+1+1 Guidelines (February 2016, April 2016)
- SIO/VPGE Study Abroad Proposal (April 2016)
- NAU/UCSC Economics 3+1+1 Pilot Proposal (May 2016)

Chair Li represented CIE on the campus Task Force for China Scholarship Council Proposal.

Continuing Issues for CIE in 2015-16

- *Promoting a Faculty Driven Vision for Internationalization:* the committee will continue to engage, collaborate, and participate in issues, activities, and discussions that advance and promote a collaborative, cross-campus, faculty driven vision for internationalization, including:
 - VPGE plans for the creation of a Strategic Plan for Internationalization
 - Administrative search for Vice Provost for Global Engagement position
 - Campus plans for internationalization and graduate growth
- *Monitor Progress of the Division of Global Engagement to Ensure International Faculty Presence on Campus is Visible:* This includes making visible about where faculty are active, sharing faculty accomplishments (i.e. Fulbright appointments), and building a visible Division of Global Engagement web presence.
- *Monitor Development of Administrative Process for Campus International Agreements:* the committee will continue to engage the administration proactively on this issue.

Respectfully submitted;
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