

# Report of the President's Panel on Internationalizing UNH

October 24, 2011

## GENERAL RECOMMENDATIONS

UNH will only become more “international” through a more internationalized curriculum, greater engagement of faculty and staff in international activities, more opportunities for students to study abroad, and greater numbers of international students and faculty on campus thereby contributing to the goal of enhancing diversity. Accomplishing our internationalization goals effectively and efficiently will require new policies and procedures, a commitment of institutional resources, and sustained leadership and represents a strategic shift from the incremental approach of the last two decades.

The Panel's recommendations are dependent upon three structural improvements: one, information management; two, risk and emergency management; and three, the organization and integration of our international initiatives. These improved structures will facilitate and support international initiatives on and off campus, by students, staff and faculty.

**The Panel is well aware of the financial constraints under which the University operates. We recommend that the above improvements be funded out of revenues associated with the University's contract with Navitas, and timed to coincide with the accrual of those revenues. Other recommendations in the report are expected to be self-funding, either through generating tuition, through fees, or through expanded revenue from external funding and philanthropy.**

**I. We recommend that in 2011-2012, UNH conduct an RFP for a web-based data and information management system to document international travel, research, and engagement on the part of faculty, staff, and students.**

All of the Panel's working groups recommend that UNH invest in a web-based data and information management system as the starting point to achieving our internationalization goals and objectives. The system should inventory and track the international activities of students, faculty, staff, support inter-institutional arrangements, provide critical intelligence for risk management, and allow real time web-based access for students, faculty and staff. The system should also generate reports for faculty, staff, and administrators responsible for international activities. Ideally, this information platform will help UNH present a more coherent picture of the breadth and depth of our international activities to the campus community, the state and the world.

**II. We recommend that in 2011-2012, UNH develop and conduct an RFP for emergency evacuation and risk management insurance.**

The world is increasingly unpredictable: natural disasters, political instability, accidents, illnesses, all constitute risks. The University has an obligation to take measures to keep members of the UNH community as safe as possible when they travel. We currently have year-to-year contracts with

International SOS. Financially and in terms of our service, we would be wise to enter into a longer-term arrangement.

**III. We recommend that UNH consolidate the services that support international activity into a single office, which would report to the vice provost for academic affairs.**

Currently, responsibility for the financial and administrative management for international activity is spread across the Center for International Education, individual colleges, and offices, centers and institutes. This division fragments information about faculty research and engagement. This leads to multiple administrative financial systems. It makes it difficult to have consistent policies about risks, emergencies, program quality, and faculty oversight.

**INTRODUCTION AND CONTEXT**

Our strategic plan, *The University of New Hampshire in 2020*, envisions a more internationalized university, with greater emphasis on international opportunities and curricula for students, more attention to faculty development and engagement in the international arena, and more collaboration between UNH and overseas institutions. The strategic planning work group on internationalization looked for ways to increase UNH's engagement internationally, through curriculum, research, service, and engagement. It considered strategies that would encourage the world to come to UNH and "for initiatives that would facilitate and expand the engagement of students, faculty and staff in international work." The President's Panel on Internationalizing UNH was convened to frame the priorities and processes required to achieve the international goals promulgated by the work group in the strategic plan. This report presents the panel's specific recommendations to implement the broader vision of the strategic plan.

Our panel has crafted its recommendations so as to support other initiatives in the strategic plan, especially those focused on research, scholarship and creative activity, and on creating a learning-centered environment. We see internationalization as complementary to inclusive excellence. Once implemented, our recommendations will better prepare UNH graduates for a complex world, in political, economic, culture, scientific and environmental dimensions. Our faculty will be at the leading edge of research and scholarship. UNH, as a globally recognized institution, will contribute more strongly to the well-being of the people of New Hampshire, their communities and businesses, as well as to the region and the nation. Cognizant of fiscal realities, our proposals consider costs and cost savings.

For twenty years, UNH has been continually evolving towards becoming an international institution. While progress has been made, the undertakings have rarely been coordinated, or sustained. The President's Panel sees its work as a culmination of long-standing faculty and staff aspirations for internationalization. Indicative of these ambitions, when President Huddleston announced the formation of the panel, more than 120 faculty and staff volunteered or were nominated by colleagues to serve on the panel. President Huddleston and panel co-chairs, Dr. Theodore Howard and Dr. Lisa MacFarlane, selected thirty-five individuals (see appendix for list) to serve on the panel. In addition, the Faculty Senate named Dr. Kent Chamberlin to represent the Senate on the panel.

While the panel met as a whole several times, most of the panel's efforts were conducted within four working groups (Learner-Centered, Faculty & Staff-Centered, Policies and Procedures, and Leadership & Advancement). These working groups met nearly every week from the panel's inception to the end of the semester. We had a round-table discussion with many of the volunteers who were not selected for the panel to hear their ideas. In addition, we held two Open Forum meetings (one in Durham and the other in Manchester) to discuss the initial findings and recommendations of the working groups. All of these interactions informed the development of the panel's recommendations. The balance of this report presents the recommendations of the panel and its working groups. The final reports of the four working groups are in the Appendix.

Our recommendations impact the curriculum and personnel as well as academic and administrative policies and procedures. We recognize that developing and implementing the recommendations which follow involves engaging all stakeholders and capitalizing on their expertise and experience in a collaborative environment of shared governance. Successfully internationalizing UNH will come from processes that respect the authorities of administrative and faculty decision-making.

We are fully cognizant of the costs associated with these organizational changes. Most of the proposed new staff positions will be funded by the specific revenue streams associated with expanded activities. For example, new study abroad advisors will be funded via study abroad fees and new OISS staff needed to manage immigration and advising support for incoming Navitas students will be paid by fund transfers from Navitas, independent of royalties.

In the context of public higher education, the Panel understands that new financial resources will be critical for achieving our internationalization goals. All of the working groups and the Panel as a whole recommend that the UNH Foundation play a significant role in securing funding for UNH's internationalization aspirations. Funds for scholarships to support study abroad and international students, faculty and staff development and curricular and co-curricular initiatives are needed. Support for named and endowed chairs related to international scholarship, particularly in support of Regional Interest Networks will be important. The UNH Foundation should develop relationships with and seek funds from foundations and philanthropic organizations with internationalization agendas. Major support from such organizations would provide funding for the more costly recommendations. The Panel urges the Foundation to take advantage of the importance of internationalization in the UNH strategic plan and of the specific recommendations of this panel to secure new funds to support UNH's internationalization goals.

## **RATIONALES**

What follows are the rationales for the policies, procedures and organizational recommendations summarized above, as developed by the working groups and the panel as a whole.

### **I. Organization, Leadership and Advancement**

The Panel recognizes that to better integrate, coordinate and expand the many existing international activities at UNH as well as to develop new initiatives, the university must have an appropriate

organization structure and leadership dedicated to internationalization. To that end, the Panel envisions an organization (Figure 1) with the capacity to execute centralized responsibilities and to support internationalization initiatives in the academic and co-curricular units. We propose a new senior leadership position, redefinition of existing positions, and expansion of staff as revenue-generating international activities grow.

The Panel recommends creating a senior administrative position to be responsible for leading UNH's internationalization efforts. The successful candidate for this position will be visionary on the topic of global education and engagement and will have experience in coordinating decisions with multiple stakeholders; developing and implementing internationalization efforts and international aspects of a strategic plan. We examined the international leadership and organizational structures of UNH's peers as well as UNH's specific circumstances and concluded that a senior leadership position is a pre-requisite to accomplishing our internationalization goals. A national search should begin in the 2011-2012 Academic Year; the cost of salary and benefits for this position will be supported by a portion of the projected Navitas revenues.

The Panel recommends creating a staff position to manage international finance, with responsibility for overall budgetary development and financial management of international programs including international bank accounts of individual programs, and the processes for making international financial transactions.

Because a national search for the senior leadership position will take months to complete, we recommend that UNH appoint an interim Internationalization Initiatives Facilitator to maintain momentum and facilitate the collaborative processes needed to achieve our goals. The facilitator's appointment should extend into the first year of the senior administrator's appointment to assist with transition as well as familiarization with UNH. The facilitator would lead the process of selecting an appropriate data management system, a need recognized by all of the panel's working groups.

## **II. Policies and Procedures Recommendations**

A major part of internationalization starts with establishing formal and informal relationships with institutions and organizations outside the United States and result in inflows and outflows of scholars and students. To support all the activities of international exchange and engagement, the University must have policies and procedures to (1) ensure the safety of these activities, (2) finance these activities, (3) govern these activities, (4) maintain and improve quality of these activities. Many of the elements of appropriate policies and best practices currently exist at the university. The Panel finds that some of those policies and practices need to be reassessed, updated, and made clear and consistent across the university. The Panel also concludes that in some areas new policies and procedures should be established to foster, expand, and sustain UNH's efforts to make global engagement part of the core mission of the university.

Clear, consistent policies that apply across UNH should be developed with the expectation that they be easy to access, facilitate the learning of students and the work of the faculty and staff. Such policies should focus on removing barriers to international learning experiences, support student participation in

all aspects of international learning and provide a sound, sustainable approach to funding both short and long-term global learning experiences. By necessity, there must be a feedback loop for regular review and improvement.

No institution can eliminate all risks and guarantee the safety of its community members on or off campus. The health and safety of participants engaged in international activities is a partnership of all contributing constituents—faculty, administrators, institutional partners, and students—who assume individual responsibility for their role in mitigating the risks of the international activities. It is the responsibility of central administration to define responsibilities and establish risk management guidelines, best practices, and minimum standards for faculty, staff, researchers, graduate students and undergraduate students involved in international programs, research and engagement.

There is a body of work already developed at UNH upon which to draw from, including: the UNH SOS Travel Policy 2009; Student Organization Manual 2010-2011; International Travel Risk Policy; 1998 UNH Study Away Programs: Principles, Policies, Procedures; Faculty-led, Short-term Study Abroad Program and Activities Guidelines. Additional related administrative units involved in UNH risk management are the University Committee on Study Abroad (UCSA), USNH Purchasing, especially in its role of coordinating insurance, and legal counsel.

To enhance its risk management capacity, the Panel recommends that UNH purchase or develop an electronic management system that allows for centralization of records, easily accessible to all stakeholders, that streamlines processes, reduces redundancies, and produces centralized reports/statistics. UNH should also implement best practices for supporting and tracking researchers (faculty, graduate and undergraduate students) as well as students engaged in international internships or service-learning activities that are credited and/or supported by UNH faculty, staff or funding. The Panel also recommends reviewing and updating travel assistance programs and insurance coverage consistent with institutional needs and that existing study away and travel procedures and policies be reviewed and updated. UNH should also establish a centralized emergency fund for international activities, either self-funded or an insurance policy that provides up to \$500,000.

It will be critical to ensure sustainable funding streams to increase and expand investment in academic and co-curricular international engagement. The Panel recommends that UNH establish university-wide financial policies that ensure sustainable funding streams to increase and expand investment in academic and co-curricular international engagement. We also recommend developing rational, consistent policies for the assessment, collection, and allocation of international program fees as well as for the availability of financial aid, all with the objective of supporting academic and co-curricular global engagement.

UNH must have policies to establish new sources of revenue specifically for internationalization, including a portion of the Navitas revenue stream, providing incentives to create and expand international programs and activities, creating cost savings through streamlined administrative functions and eliminating redundancies. Existing procedures and policies are antiquated, inconsistent and inadequate to accomplish our internationalization goals.

It is equally critical that there be centralized, university-wide financial policies and procedures for international financial transactions that take advantage of technology and best practices, and, when appropriate, are coordinated with legal practices in host countries. Electronic management systems and eliminating administrative redundancies can support these efforts.

Because faculty and staff are critical players in our internationalization efforts, the Panel recommends that UNH establish university-wide policies and procedures that ensure adequate support for faculty and staff to foster and sustain engagement in international academic and co-curricular activities. Our recommended policies include providing sufficient support for academic programs that have an international scope. We further recommend that the University encourage at the College and departmental levels practices like cluster hires, joint positions, and other mechanisms to encourage fostering faculty expertise in areas of particular geographical, intellectual, cultural, and political importance.

International inflows and outflows of faculty and students usually arise initially from informal visits among faculty and administrators. Such visits may be ad hoc in nature or lead to more formal exchanges of scholars and students and establishment of research, instructional, and engagement programs and activities. These endeavors require a foundation in formalized institutional affiliations outlined in memoranda of understanding or affiliation agreements. Existing policies and procedures at the UNH graduate level and the Center for International Education provide a basis for establishing university-wide policies and procedures, including protocols for new exchanges and programs. The Panel recommends that UNH review and update policies and procedures for entering into formal partnership arrangements with international institutions, mandate centralized repository of international agreements and such affiliations be posted online in a searchable format.

To ensure that internationalization efforts achieve the goals of the Strategic Plan of UNH in the World and President's Panel on Internationalization, the Panel urges UNH to establish assessment procedures for evaluating its internationalization efforts. These assessment procedures would apply not only to UNH-managed study abroad programs and sponsored international activities, but also more broadly to international learning objectives for all students, beyond course evaluations. There will need to be mechanisms to translate and integrate evaluation results into program improvements.

### **III. Learner-Centered Recommendations**

As a flagship state university, UNH embraces the obligation to prepare its students to engage thoughtfully with the dynamic world beyond our national borders. Transforming UNH into a leading world-class university by 2016 will depend on our concerted effort to equip students with the knowledge and skills that will enable them not only to understand the world and their place in it, but also to evaluate the complexities of that world critically and engage with it responsibly.

For the implementation of learner-centered goals, the academic curriculum remains the most meaningful tool and the most reliable measure of quality-control, whether in the arena of knowledge, experience, or competence. UNH's efforts to create a more international student body, to offer students experiences in international settings (either directly or via distance-learning technology) and to

bring the world to UNH in other meaningful ways should be contextualized within the goals of the academic curriculum. The curriculum constitutes the foundation of our efforts to internationalize. It is the one means we have to ensure that students will receive an education that is broad and deep, intellectually sound and experientially full.

The Panel recommends that UNH internationalize the existing curriculum *at home*, at every possible level, with the intent of highlighting and expanding opportunities for *all* learners to be engaged in international perspectives by reviewing, co-coordinating and harnessing curricula strengths in the Discovery program, departmental majors, Honors Program, Interdisciplinary Programs, including immediate and sustained attention to the role and development of the *International Affairs dual major*. Focusing resources on internationalizing the curriculum at home will also capture many more students across disciplines/colleges than study abroad could ever do, even after best efforts on that front.

We also recommend that UNH reinforce its international learning agenda to include development of co-curricular programs and the training of staff to effectively deliver those programs. We recognize the close connection between formal and informal learning, between academic programs and student organizations (Student Engineers Without Borders, for example), and between academic curricula and programs offered by student services.

The Panel recommends that UNH focus significant internationalization efforts around an Asia, Middle East, and Africa regional program, including languages (e.g. Arabic and Chinese), faculty/learner recruitment and outreach. Faculty and learner recruitment initiatives should include new tenure-track faculty lines, in accordance with university governance practices, and the use of revenues from the New Ventures Fund and the *Navitas* program.

Study abroad experiences are necessary, in many cases even crucial, but these experiences are not sufficient in and of themselves in achieving the goals of learner-centered internationalization. The Panel recommends that all study abroad experiences be integrated into an internationalized curricular core, acting as a rich supplement to academic programs, individual courses, honors theses and/or participation in URC. With appropriate levels of faculty and staff support, study abroad can be tailored to fit into many different curricular opportunities at different levels or stages of a student's academic career.

Internationalizing UNH will require us to make a greater commitment to incoming international students, scholars and their families. While advances are being made in recruiting international students for undergraduate programs via Navitas, the Panel recommends that UNH create a master plan for international recruitment that relates to unique UNH programs and New Hampshire state initiatives. That plan should expressly address housing issues for the families of international students and scholars. The Panel recognizes that a greater campus presence of international students and scholars must be accompanied by adequate staffing and resources for offices responsible for compliance with federal regulations and support of these constituencies. With a larger international student body, the Panel recommends enhanced cross-cultural training and education throughout the campus for staff, students, faculty, and community members.

If our efforts to internationalize UNH are to be effective, we must have the means of assessing the outcomes of our initiatives. The Panel recommends that UNH develop or adopt assessment tools for international programs based on clear criteria. These tools must be used to evaluate existing programs and conduct regular assessments to ensure internationalization goals are met.

#### **IV. Faculty/Staff Centered Recommendations**

The most sustainable way to achieve our internationalization goals and objectives is through strategic investment designed to increase the number of faculty and staff who have meaningful international involvements in teaching and research; to provide increased support for and take greater campus-wide advantage of faculty already substantially engaged internationally; and to deepen and broaden the impact of international involvement on the curriculum and on research interests through interdisciplinary and intercollegiate collaborations. This amounts to internationalizing faculty and staff so that they can internationalize the campus.

The Panel recommends that UNH employ a *Regional Interest Network* framework as a major complement to supporting international activities of individual faculty and staff. Regional Interest Networks would provide a mechanism for regionally focused activities for a broad spectrum of faculty including scientists and engineers, business faculty, and health and human services faculty as well as faculty from disciplines in UNH's existing area studies academic programs. Organizing intellectual inquiry by region offers integrated and complex insights and provides a structure for building collaborations among faculty with shared interests who now work independently. While UNH should have faculty and students involved throughout the world, we can achieve deep collaborations and expertise in only a few places. There needs to be strategic investments in developing these deep connections. Some will arise from already existing critical mass of involvements, others from decisions about where we need to become involved to advance the interests of UNH and New Hampshire. Regional Interest Networks provide the framework for identifying these possibilities.

To foster the Regional Interest Network approach, the Panel recommends a multi-year grant program to develop curricula that go beyond traditionally specified regions and focuses on the interaction of these regions and what occurs within and between them. In addition, the Panel recommends implementing a series of mini-conferences for faculty, students and staff, perhaps one per semester over the next several years, aimed at building networks across campus. We also recommend initiating a competitive Visiting Scholar Program within each college, with the expectation that visiting scholars have both disciplinary and campus-wide responsibilities. These programs can gain additional support if UNH also launches a regular program, with goals and objectives, of grant applications to Fulbright Visiting Scholars program and similar program through NSF, NIH, and other agencies. The Regional Interest Networks can also guide the offering of international cultural activities on campus and support for lectures by scholars visiting nearby colleges and universities.

Within the context of a Regional Interest Network framework, but mindful of individual initiative and expertise, the Panel recommends that UNH significantly increase the Faculty International Development Grant fund. This fund should include specific resources that will allow faculty newly interested in an

area studies focus to travel with faculty already engaged in that area and that will facilitate continuing engagement among faculty who already have regional interests. The Panel feels strongly that these development opportunities be expanded to include relevant staff members. Short-term opportunities, including short residencies in UNH Study Abroad Programs should be part of the faculty/staff development process.

To promote internationalization as a core value of UNH, the Panel recommends that the college deans be charged with leading a process of integrating internationalization into college mission and vision statements and developing a strategic plan for internationalization. The Panel recommends that part of the New Ventures Fund be specifically reserved for internationalization initiatives. In addition, internationalization should figure prominently in UNH's advancement agenda. To convey the importance of internationalization to the faculty, UNH should continue to develop and promote a university-wide Faculty Activity Reporting (FAR) system which would reflect the importance of international engagement by including reporting items specific to international activities. This should be integrated with an international portal.

The Panel recommends that Sponsored Program Administration (SPA) play a central role in promoting international research and engagement. To do so requires enhancing international expertise among SPA staff so that they can better support and counsel faculty about international opportunities. Specifically, the Panel urges SPA, central administration and faculty to apply for a FIPSI (Fund for the Improvement of Post Secondary Education) and/or similar grant or foundation funding to support internationalization.

The Panel recommends enhancing the capacity of staff at Career Services to provide expanded advising and support services related to international education, such as internationalizing resumes, international jobs and internships, and connecting students with alumni with international careers.

## **APPENDIX: WORKING GROUP REPORTS**