

ANNUAL REPORT

University Standing Committee: International Programs (CIP)

Academic Year Covered by Report: 2015-16

Date Report Submitted: June 1, 2016

Report Submitted by: Rudolf Seracino, Chair

Number of times committee met: 10 times (from 08/15 to 05/16)

RECOMMENDATIONS

1. Internationalization of the Tenure Code (previously College Inventories)

- All Colleges be required to adopt Digital Measures Activity Insight within a specified timeframe to develop and maintain annual Faculty Activity Reports which may conveniently be used to identify and store international activities.
- Tenure and promotion policies and procedures (including the Statement of Mutual Expectations, annual review, promotion and tenure, and post-tenure review) be adapted to incentivize faculty engagement in internationalization ensuring that spending time on these activities will not adversely impact tenure and promotion.
- Appropriate levels of financial and personnel support be provided for the development of visualization tools for the internationalization of NC State that effectively integrates the websites of the Office of International Affairs and the Study Abroad Office.

2. Generation Study Abroad

- Due to the large diversity between Colleges, a ‘one size fits all’ approach for increasing study abroad participation, particularly among under-represented groups, will not be effective. All Colleges should form committees (including college and departmental administrators, and relevant stakeholders) to develop strategies for addressing the specific needs and strategic goals of the College.
- In AY2016-17 CIP and IOC members can lead this initiative for their respective Colleges, which may be facilitated by the planned second *NC State Global Summit*, organized by Ingrid Schmidt, Associate Vice Provost of International Affairs and Director of Study Abroad.

3. Strategic Partners and Hubs

- The network of strategic international partners and hubs should enhance NC State’s international academic programs and cultivate global competence and collaboration among students and faculty.

- Appropriate infrastructure is required to foster and support academic exchange and international inter-disciplinary collaboration.
- Ties should be strengthened with NC State alumni abroad, as well as international industries and government agencies.

4. Jackson Rigney Award and Seed Grants

- AY2016-17 CIP may consider more explicit selection criteria and relative weighting of criteria to address potentially different reviewer perceptions, particularly for the seed grant review. This would also ensure more consistency between proposals. A proposal template may also help applicants in this regard. Any substantive changes to the Jackson Rigney Award criteria would require external approval.
- Deadlines for submission of proposals and review may be revised from previous years to avoid busy faculty schedules during advising periods.
- A different cover sheet be used for the Jackson Rigney Award and the Global Engagement Award to avoid potential confusion by nominators.

SUMMARY OF DISCUSSION ITEMS/ACTIVITIES OF COMMITTEE

At the first committee meeting on 08/25/15 Dr Bailian Li (Vice Provost for International Affairs) reviewed the committee charge and the relationship between CIP and the International Operations Council (IOC) for the benefit of the new committee members. Based on the recommendations from the AY2014-15 CIP annual report, four sub-committee/tasks were identified along with a preliminary set of goals for each. Co-chairs were identified for each sub-committee, and all CIP members were assigned to one sub-committee group. The sub-committee's and the preliminary goals were:

- 1. College inventories:** (i) Collate information about international engagement at each college (or department); (ii) Address challenges of this task including mechanisms for data collection, storage/tracking of data, etc.
- 2. Generation study abroad:** (i) Determine methods and strategies for reaching goals of the initiative; (ii) Assess home departments/colleges for their capacity and progress in reaching goals of the initiative.
- 3. Strategic partners and hubs:** (i) Determine areas of significant global engagement to identify strategic hubs for continued university collaboration; (ii) Collaborate with IOC to understand how current hubs and strategic partnership have been developed.
- 4. Jackson Rigney Award and Seed Grants:** (i) Review and selection of Jackson Rigney International Service Award; (ii) Review and selection of Internationalization Seed Grants; (iii) Assess and evaluate outcomes from previous seed grant cycles.

Whenever time permitted at all committee meetings, the co-chairs were expected to provide a status update and identify any action items for each sub-committee. This approach was adopted in an attempt to ensure progress was made outside of scheduled CIP meetings. For reference, summary reports for each of the first three sub-committees are included in Attachments I – III, respectively. Through the academic year, the first sub-committee on ‘college inventories’ evolved more generally to ‘**internationalization of the tenure code**’ and became the primary focus of CIP activities. The review of nominations and recommendations of the Jackson Rigney Award and Internationalization Seed Grants is a standing commitment for CIP and hence no formal report is necessary. However, recommendations are provided above relating to this CIP sub-committee for consideration by the AY2016-17 committee.

In Fall 2015 guests were invited to CIP meetings to provide useful information and create a broader awareness of internationalization activities, including:

Mr Seth Parrish, Assistant Director for Assessment, Study Abroad Office – Review of recent study abroad statistics and participation rates (11/17/15).

Prof John Baugh, Department of Civil, Construction and Environmental Engineering and Director of NC Japan Center – Overview of NC Japan Center activities and opportunities for potential collaboration (12/05/15).

In Spring 2016, CIP leadership and representative members of the sub-committee on college inventories (internationalization of the tenure code) met with **Prof Marc Hoit** (Vice Chancellor for Information Technology and Chief Information Officer) (02/12/16), **Dr Mary Lelik** (Senior Vice Provost, Office of Institutional Research and Planning) (03/01/16), and attended a demonstration by **Meghan Goerke** on the use of Digital Measures with a focus on Faculty Activity Reporting (04/12/16). Details and outcomes of these activities are summarized in Attachment I, and in the list of recommendations above. The review of nominations and recommendations for the Jackson Rigney Award and Internationalization Seed Grants were also scheduled in the Spring 2016 semester. At the end of the semester **Professor Maria Correa** (Epidemiology and Public Health, CVM) was confirmed as the chair of the AY2016-17 committee, with **Dr Michael Garval** (Interdisciplinary Studies, CHASS) selected as the chair-elect for AY2017-18.

On 05/11/16 a joint CIP-IOC meeting was held, for the first time, with Provost Arden. The objective of the meeting was to present the primary recommendations of the committees to the Provost and provide an opportunity for discussion and questions. The opportunity to meet with the Provost was greatly appreciated by CIP and members found it to be very useful.

RECOMMENDATION FOR REVISION OF CHARGE AND/OR MEMBERSHIP CONFIGURATION (if applicable)

No recommendations necessary. Attendance by committee members was high in Fall 2015. Attendance generally decreased in Spring 2016, even though the meeting schedule was changed to accommodate teaching and other commitments for the majority of members. Some decision making in Spring 2016 was affected by poor attendance.

ATTACHMENT I

CIP Sub-Committee Report on Internationalization of the Tenure Code (previously College Inventories)

NC State's roadmap "**The Pathway to the Future: NC State's 2011-2020 Strategic Plan**" lays out important goals and the strategies to reach them. Internationalization of NC State is explicitly identified as a strategic goal:

Goal 5: Enhance local and global engagement through focused strategic partnerships - NC State's reach has expanded beyond borders and around the world. NC State must be locally responsive to the needs of the community and the state while being globally engaged in solving the grand challenges facing our world.

While there are examples of successful initiatives and activities contributing towards this goal, it is generally being achieved in an inefficient ad-hoc manner with limited support and incentive.

Among many other topics, CIP has been discussing the following initiatives for several years: (i) **internationalization of the tenure code** as a means of recognizing and incentivizing faculty achievements that contribute to the internationalization of NC State in the Reappointment, Promotion and Tenure process (**Helms, 2015**); and (ii) the development of **college inventories** of international activities to create a campus wide database of internationalization efforts to support initiatives including multi-disciplinary international research collaboration, strategic international partnerships, and regional hubs.

The challenges facing these initiatives include: (i) an efficient and effective means of collecting and storing the necessary data, (ii) the manner in which the data may be effectively presented for internal purposes and also to NC State's external constituents, and (iii) the resources, including financial and personnel, to develop and sustain these initiatives.

CIP has taken several steps to determine how these challenges may be overcome. Committee members met with Marc Hoit, Vice Chancellor for IT and CIO, and Mary Lelik, Senior Vice Provost for Institutional Research and Planning. NC State's investment in **Digital Measures Activity Insight** was presented as an ongoing institution commitment with the ability to provide faculty with an efficient and centralized means of creating and maintaining their annual **faculty activity reports** (<https://oirp.ncsu.edu/analytic-tools/data-resources/digital-measures>). With Digital Measures Activity Insight, much of the data required is automatically retrieved from other existing electronic databases (e.g. RADAR, Registration and Records, NCSU Libraries). And once the data is collected, it may also be conveniently extracted and formatted to create other reports (e.g. CV's in formats required for accreditation purposes

(SACS, ABET, ...) and funding agencies (NSF 2pg Bio)). Currently, some colleges are at various stages of adopting Digital Measures Activity Insight for faculty to create their annual activity report (Poole College of Management, College of Education, and College of Veterinary Medicine). As the first step towards Internationalizing the Tenure Code, *CIP recommends that all Colleges be required to adopt Digital Measures Activity Insight within a specified timeframe.*

Once the mechanism for collecting the data is institutionalized, it is simply a matter of flagging those faculty activities that promote the Internationalization of NC State within the existing six realms of faculty responsibility (e.g. Rutgers University, Form No. 1-A *Recommendation Information Form for General Teaching/Research Faculty*). The OIRP has already collaborated with Digital Measures to determine ways in which this may be conveniently achieved and CIP/IOC members have developed a working list of relevant international faculty activities that should be so identified in the annual faculty activity report (see **Attachment I(a)**). Similarly, the template of the Required Letter for Soliciting External Evaluations (<https://www.provost.ncsu.edu/promotion-tenure/example-letter.php>) should be revised to include, “Specifically, we are interested in the following ... (3) *The national **or international** reputation and standing relative to outstanding people in the same field at approximately the same stage of development.*” Assuming that NC State is committed to internationalization as a key goal, *CIP recommends that tenure and promotion policies and procedures be adapted to incentivize faculty engagement in internationalization ensuring that spending time on these activities will not hurt their tenure and promotion prospects.*

The final step towards the internationalization of NC State includes the use and presentation of the data collected via the faculty activity reports. The data may be used, in part, to strategically identify and develop international partnerships or regional hubs that foster broad multi-disciplinary opportunities. This may be facilitated through easy-to-navigate visualization, similar to what has been developed by the College of Agriculture and Life Sciences (see for example, http://harvest.cals.ncsu.edu/applications/global_programs/). This template may serve as the framework for developing institutional visualization of internationalization for internal purposes and for external constituents. To this end, *CIP recommends financial and personnel support for the development of visualization tools for the internationalization of NC State that effectively integrates the websites of the Office of International Affairs and the Study Abroad Office.*

References

Helms, R.M. 2015. *Internationalizing the Tenure Code: Policies to Promote a Globally Focused Faculty*. Washington, DC: American Council on Education. 52 pp.

Attachment I(a)

Internationalization Data Collection

Ideas and comments from CIP-IOC regarding the collection of internationalization activities for the university-wide database initiative relating to faculty activity reports.

- Faculty International Activities
 - Invited speaker at conferences
 - Research/field study
 - Development projects
 - Study abroad programs
 - Teaching at overseas institutions
 - Leading NC State faculty-led programs
 - Overseeing international educational facilities
 - Study/Sabbatical Leave
 - Service-learning abroad
 - Training and development
- Publications
 - Papers published with international collaborator (include affiliation)
 - Publications in international journals, or with international presses
 - Editorial board memberships for international journals
 - Presentations at international conferences
 - Editorial work for international journals
- Research with international collaborators
 - Academic collaborators
 - Corporate collaborators
- Advising international students
 - Undergraduate
 - Graduate
 - Serving as “opponents” and external referees for international graduate students
- Service
 - International boards
 - Committees and professional institutions
 - Evaluators for international funding agencies
- Hosting visiting scholars
 - Academic rank scholars
 - GTI scholars
- Other international activities
 - Faculty appointments at international institutions
 - Establishing international educational facilities
 - Language(s) spoken
 - International exchange agreements or MoU’s negotiated
 - Earned degrees from foreign institutions

ATTACHMENT II

CIP Sub-Committee Report on Generation Study Abroad

The sub-committee met with Seth Parrish, Assistant Director for Assessment in the Study Abroad Office, to discuss data that he has been assembled on study abroad participation. The data are divided by college, and within each college there are breakdowns by major, class, ethnicity, gender, program, and term, with additional information about degrees conferred and percentage of study abroad per degree.

The sub-committee agreed on several points:

- These are useful ways of organizing the data that provide each college an overview of its study abroad activity, and identify strengths and weaknesses as well as areas of potential growth.
- There are some general trends, most notably the predominance of women, particularly white women, on study abroad programs.
- There is however a great deal of variability among the colleges, and the study abroad profiles of each college that emerge from these data are quite different.

For these reasons, a “one size fits all” approach would not be effective. Rather, it will make the most sense for each college to examine and discuss the data that concerns them, in order to devise strategies best suited for boosting their study abroad enrollment. Long term, this may involve assembling a task force in each college that includes both college and departmental administrators, as well as other relevant stakeholders. For next year, as a first step toward this, the sub-committee recommends that wherever possible a CIP member from a given college should meet with the IOC member from that college, for initial discussion and planning.

ATTACHMENT III

CIP Sub-Committee Report on Strategic Partners and Hubs

The sub-committee was charged with exploring strategic partners and hubs at NC State University. The group developed a series of questions aimed at defining terms, listing activities, determining needs such as program evaluation, and listing attributes needed for strategic partners and hubs. Members of the sub-committee reviewed available NC State University information, and consulted with other faculty and personnel from IOC and OIA. A list of future steps was developed.

Definitions

- Hub
 - A virtual or physical hub for NC State’s global educational, research and exchange endeavors overseas, is a “place” or “program” that serves as a catalyst to expand student and faculty engagement and collaboration on the local level or with partners across the globe.
 - Hubs are categorized in three types:
 - Priority Partnerships with strategically selected universities
 - Study Abroad Facilities (Prague Institute, Czech Republic) utilizing rented space for semester, year or summer study abroad programs; and
 - Consortia or Associations: University Global Partnership Network UGPN; Academic Consortia 21 (AC21), International Partnership of Business Schools/IPBS (PCOM).
 - Each hub facilitates mutual interaction and cooperation with strategic partner institutions within a given region.
 - Hubs enable faculty members and students from various disciplines to work together on scholarly and developmental projects.
- Partners
 - A strategic partner is a university/institutional-level linkage with active collaboration and interactions across multiple disciplines and colleges, to better leverage limited resources to stimulate and encourage sustainable multi-disciplinary scholarship, research collaboration and exchanges.
 - Strategic partnerships:
 - Facilitate multi-disciplinary collaboration and exchange opportunities.
 - Deepen existing collaboration by having a physical (or virtual) presence on their campus and interaction from both sides.
 - Provide infrastructure to enable participants’ work.
 - Serve as a liaison to corresponding international offices in both partner institutions to expand program, recruit students, integrate international experience into academic programs, and develop new global academic curricula.

Identifying possible strategic partners and hubs

- Hubs and strategic partners are identified through an ongoing process of relationship building, faculty connections, and expanding collaborative opportunities.
 - Input from IOC members originating in the members' respective college
 - Efforts of individual faculty, departments and/or colleges
 - Engaged faculty through their departments
 - College leadership
 - Office of International Affairs
 - Office of the Provost

Decisions about developing strategic partners and hubs

- The Provost, delegated by the Chancellor, has the authority to execute agreements and MOUs with partner institutions.
- OIA through its partnership management as well as its units: SAO, GTI, IEP, CI, and others support activities, manage and leverage resources with strategic partners.
- OIA works with Deans and designees to support College strategic international engagement and strategic partnerships.

How a strategic partner and a hub relates

- A strategic partner can be viewed as the central part of the hub with connections or linkages, and expanding to other organizations with the area/region.
 - Examples
 - Prague Institute is a study abroad hub in the Czech Republic - serves as a host for NC State semester abroad and short term programs; and, facilitates connections with faculty and other universities and organizations in Prague.
 - Makerere University - provides bilateral opportunities for NC State students, faculty and staff; serves as a connection to other institutions including public/government.

Evaluation of strategic partners and hubs

- OIA contacts faculty, departments and other divisions to gather history of hub and partner creation
 - Determine steps taken to develop
 - What measures are used to determine the outcomes of the hubs/strategic partners
 - Explain how sustainability is measured
 - Determine how responsibility is delineated
 - Gather information before, during, and after hub creation or partner relationship development
 - Summarize information on what has worked or not worked for inactive hubs/partners
 - How are potentially negative outcomes managed

Expectations for strategic partners and hubs

- Increase interdisciplinary educational and research opportunities for students and faculty
- Enhance NC State's reputation as a center of research excellence and innovation
- Increase study abroad enrollment
- Increase the number of academic programs incorporating international components without impacting time-to-degree
- Attract external funding and gifts
- Aid development of interdisciplinary collaboration and communication skills in both faculty and students
- Increase enrollment in short-term academic and training programs
- Increase the number of international students, particularly undergraduates
- Build intellectual community on campus by facilitating links among faculty, students, departments, programs, and schools

Future steps

Develop a list of attributes and a plan of action for strategic partners and hubs

- Map the world and our strategic partners and hubs
- Connect courses through study abroad, and other activities
- Create a network of strategic partners and hubs with all centers and institutes to enhance NC State's international academic programs and cultivate global competence and collaboration among our students and faculty
- Provide the necessary infrastructure and coordination to support academic exchange
- Connect with NC State alumni abroad
- Strengthen international ties in industry and government sectors
- Promote higher level of activity, exchanges, and inter-disciplinary collaboration

Activities for strategic partners and hubs' activity

- Identify active and inactive strategic partners and hubs and gather information on what has/has not worked
- Evaluate the role of OIA with input from faculty, departments, colleges
- Track projects conducted by strategic partners and hubs