CASE WESTERN RESERVE UNIVERSITY INTERNATIONAL PLANNING PROCESS

Report and Recommendations of the
Office of International Affairs Infrastructure Working Group

April 30, 2010

Charge to the Working Group

The following report and recommendations are submitted by the Office of International Affairs Infrastructure Working Group (Working Group) to the International Planning Committee (IPC) as part of the international planning process initiated by the Provost in January 2010. The Working Group was charged as follows:

Within the overall context of a strategic plan for the continued comprehensive internationalization of the University, to create and make recommendations for a functional structure for the Office of International Affairs (OIA) within the University, including

- Identification of programs, services and activities that should be included within the purview of the OIA as direct reports, through other formal relationships, and through other coordinating mechanisms,
- Identification of mechanisms to provide OIA appropriate advice and support,
- A staffing chart for the office of the Associate Provost for International Affairs, and
- Suggested priorities and timeline for implementation of the recommendations.

The report should be completed no later than May 30, 2010.

Process

This report includes a recommended initial organizational structure for the OIA, including recommended staffing levels and a timeline for implementation of the initial structure; it also includes initial recommendations for advisory mechanisms. The Working Group will continue to meet during the remainder of the international planning process to consider additional matters relevant to the structure of the OIA and to coordinate with other working groups.

To date, the Working Group has held seven meetings. It gathered relevant information by undertaking extensive research on national best practices at other universities engaged in comprehensive internationalization and consulting regularly with Barbara Hill of the American Council on Education. The Working Group invited CWRU staff with direct responsibility for key international activities to meetings to discuss their operations and structural locations; these included Jeff Wolcowitz, Dean, Office of Undergraduate Studies; Elise Lindsay, Director of the
Peter Lagerlof, Case School of Engineering, and Ken Ledford, College of Arts and Sciences, also were invited to a meeting on education abroad as co-chairs of the Undergraduate Education Abroad/International Experience Working Group. Bo Carlsson, the Chair of the Working Group, reported on its progress at each meeting of the IPC, and, at the IPC meeting on April 15, 2010, Jerry Goldberg (as acting Chair in Bo Carlsson’s absence), made an interim report and led a discussion on the Working Group’s preliminary recommendations. At each step, the Working Group discussed the input received, acknowledging the many different issues involved in organizational change. This report represents the unanimous conclusion of the Working Group that the recommended initial structure responds to *Forward Thinking*, the CWRU strategic plan for 2008-2013, by initiating University-wide improvement in internationalization and support to faculty, students and staff in pursuing international activities.
Recommendations

The recommended initial organizational chart for the OIA is as follows:

**Associate Provost for International Affairs**
--Strategic leadership and direction for internationalization
--Administrative oversight of office

**Director of International Programs**
--Direction of Office of Education Abroad
--Oversight of services to international students
--Coordination of operational functions of OIA
--Assistance to Associate Provost in strategic initiatives

**Office of Education Abroad**
--University-wide central resource for student advising on/facilitation of education abroad and other international experiences
--Coordination with academic units on curricular and other academic matters and in developing education abroad and other international experiences

**Office of International Student Services**
--University-wide services to international students: visa and immigration services; social and cultural programs; assistance to students with non-academic concerns; referrals to other services within the University

**Advisory Council**

*Key coordinating relationships as discussed in the text*
The recommended timeline for implementation of the OIA structure and continued work by the Working Group is as follows:

- **July 1, 2010**
  --Initial OIA structure determined

- **July 1, 2010 - May 2011**
  --OIA Infrastructure Working Group continues to work to consider other international activities that should be integrated into the internationalization effort and coordinate with other working groups

- **July 1, 2010 - June 30, 2011**
  --Director of International Programs hired
  --Offices of Education Abroad and International Student Services established in International Center

- **January 1 - December 31, 2011**
  --Office of Foreign Faculty and Scholars and other activities integrated into internationalization effort (as discussed further in this report)

The initial organizational chart is deliberately flexible in order to allow the structure to adapt as the office changes over time. Examination of best practices models from other universities focusing on comprehensive internationalization showed international offices engaged in a variety of activities; new offices such as the OIA have typically started with a set of core functions and added additional responsibilities according to need and available resources.

**Initial Structure.** In the initial structure, core functions that will support University-wide integration of international activity are brought together as direct reports to the OIA. Dotted lines represent the coordinating relationships the OIA will maintain with academic and administrative units relevant to OIA areas of direct responsibility. Coordinating relationships between the OIA and Development, Enrollment Management, Alumni Relations, Undergraduate Studies and Student Affairs (as indicated by asterisks on the organizational chart) are very important, and the OIA should establish specific coordinating mechanisms for these relationships as a priority in conjunction with implementation of the OIA organizational structure. Other coordinating relationships should be maintained and developed as appropriate. An Advisory Council, made up at minimum of representatives from each School and the College, provides additional links with academic and other administrative units.

The initial OIA structure is envisioned as having three major parts:
• strategic functions related to internationalization (and supporting operational functions),
• education abroad/international experiences (the “export” functions) and
• services to international students (the “import” functions).

In the initial organizational structure, strategic functions are the principal responsibility of the Associate Provost for International Affairs, who also has responsibility for administrative oversight of the OIA. The Associate Provost is assisted by the Director of International Programs (DOIP), a new position. It is anticipated that the DOIP will direct the Office of Education Abroad; oversee services to international students; coordinate operational functions of the OIA; and support the Associate Provost in strategic initiatives. To assist the Associate Provost and the DOIP in carrying out their roles, it is recommended that support staff for the OIA be increased from 0.6 FTE to 1.6 FTE.

Potential OIA functions have been inventoried according to best practices at other universities and prioritized according to CWRU needs. Some of the initial strategic and operational functions recommended for the OIA (in addition to education abroad/international experiences and services to international students) are listed below. This is not an exhaustive list, and other functions may be added according to need and availability of resources.

**Initial Strategic Functions**

- Initiatives to internationalize the campus
  - Promotion of international/inter-disciplinary education programs and research projects
  - Involvement of stakeholder groups in internationalization process (internal/external stakeholders)
- Development of resources to support international programs
- Promotion and support of international partnerships
- Development of University-wide international policies

**Initial Operational Functions**

- Collection and coordination of information about international activity
- Communication about international programs, events and activities (both on and off campus)
- Identification and dissemination of knowledge about funding sources for international education programs and research projects
- Facilitation and staffing of advisory committees on internationalization

The Office of Education Abroad (OEA) is envisioned as a University-wide, central resource for undergraduate education abroad and international experiences. It also will serve as the central resource for international educational programs offered jointly to undergraduates and graduate students. It is anticipated that the OEA will have a central function with respect to
graduate/professional student international educational programs; the extent of this role has yet to be determined. In coordination with the Office of the General Counsel, the OIA will create University-wide legal, communications and risk management policies for both undergraduate and graduate/professional student international programs.

The Working Group engaged in extensive discussion about the optimal structural location for the OEA, especially given its close ties to Undergraduate Studies. In concluding that internationalization is best served by relocating the OEA in the OIA, where its visibility will increase and additional resources will be available, the Working Group emphasizes the importance of a close coordinating relationship between the OEA and Undergraduate Studies in developing a closely-linked and effective advising system for undergraduates interested in international experiences. It is recommended that specific coordinating mechanisms should be put in place in tandem with implementation of the new OIA structure. The OEA also will coordinate closely with academic units on curricular and other academic matters and in developing faculty-led and other education abroad/international experiences.

Because the OEA has been historically understaffed, it is recommended that, in addition to the DOIP (who will serve as the director of the office and spend approximately ½ of his or her time on it), staffing be increased initially from 0.4 FTE to 1 FTE. The Working Group notes that the increased numbers of students participating in education abroad that likely will result from an expanded OEA will have ripple effects, creating increased demands in other parts of the University, and that additional resources may be required to support those increased demands.

The Office of International Student Services (OISS) currently is an award-winning unit that receives high marks from CWRU international students. Because of increased numbers of international students and increased government reporting requirements, this office is stretched to provide the social and cultural programs and non-academic assistance to international students that are important to successful integration of international students into the campus community. It therefore is recommended that staffing in OISS be increased from 4 FTE to 5 FTE. With its relocation as a direct report to the OIA, it is important that specific coordinating mechanisms be put in place to provide for continued coordination between the OISS and Student Affairs; these mechanisms should allow for, among other things, participation by appropriate OISS staff in directors’ meetings, staff development meetings and retreats.

The Working Group recommends that a centrally-located International Center be established to provide a focal point on campus for international activities; such a center will provide centrally-located student services, enhance collaboration among faculty, staff and students and raise the visibility of the international character of CWRU. The OEA and the OISS (and other international activities to be identified) should be relocated there.

As discussed more fully above, recommended initial staffing levels are: Office of International Affairs: Associate Provost and 1.6 FTE support staff (increase of 1 FTE); Director of International Programs: 1 FTE (new); Office of Education Abroad: 1 FTE (increase of 0.6 FTE); Office of International Student Services: 5 FTE (increase of 1 FTE).
A detailed implementation plan (including budget and timeline) for the recommended initial organizational structure must be developed. In addition, implementation of these recommendations will be dependent on availability of necessary resources.

**Continued work by Working Group.** The Working Group has not yet had the opportunity to consider fully other international activities that have strategic implications for the internationalization effort and their relationships to the OIA; it will continue to meet to consider these other activities.

The Office of Foreign Faculty and Scholars (OFFS), which represents another “import” function, is not included in the initial organizational chart because the Working Group has not had enough time to fully consider the optimal relationship between the OIA and the existing and potential international functions of the OFFS. The Working Group recognizes that the faculty and scholars served by this office are essential to the internationalization of CWRU and that the structural location of this office has important strategic implications in the internationalization effort. The Working Group will make a recommendation later in the international planning process about the structural location of the OFFS. In the meantime, the OIA and the OFFS should establish a close coordinating relationship.

Over the next few months, the Working Group also will consider other international activities that might be included within the OIA, if appropriate and adequately resourced, such as Fulbright grants and implementation of technology to enhance international collaboration.

Other functions that are carried out by central international offices in other universities focusing on comprehensive internationalization include the following; these and other international functions could be considered for inclusion within OIA responsibilities, as appropriate, at a future date:

- Development of liaison offices in selected countries
  - To build student enrollment
  - To stimulate joint research projects
- Exploration of international consortia with other universities in the U.S. and abroad
  - To facilitate education abroad
  - To share foreign scholars
  - To promote educational programs and research projects
- Establishment of international alumni groups
- Stimulation of joint programs with community-based international organizations such as the Council on World Affairs
- Service as a catalyst for building international curricula

The Working Group also plans to consider further the role and composition of the Advisory Council, which will play a key part in linking OIA activity to other parts of the University and, potentially, beyond. During the remainder of the international planning process, it is anticipated that the IPC will serve as the main advisory body to the OIA, and the Advisory
Council will be established after the planning process is completed as a replacement for the IPC to work with the OIA on an ongoing basis.

Respectfully submitted,

Office of International Affairs Infrastructure Working Group

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