

December 11, 2013

Richard Hughey, VPDUE
Chancellor's Office

Re: Internationalization Consultation & Report Feedback

Dear Richard,

The CPB was encouraged to see progress on plans for campus internationalization, and we are happy to respond to your request quick feedback on the interim draft report. To that end, the following comments recap some of the key issues you raised in that report and in your consultation, and include our suggestions and follow-up questions.

1. We agree that (a) internationalization of the campus is an important goal in its own right, and (b) non-resident growth targets (for budgetary reasons) can only be achieved by rapid internationalization of campus.
 - CPB continues to emphasize the need for appropriate support structures for international students. The revenue they do and can bring in must be used in part for establishing adequate resources for them in terms of pre- and post-admissions outreach, recruitment, advising, curricular supplements (e.g., L2 writing and language courses, possibly targeted core courses, etc.), amongst others.
 - To this end, CPB would like to receive updates regarding the current cohort's grades in writing and mainstream courses as soon as fall grades are available, and regular updates on hiring staff in crucial support positions (e.g., in the International Education Office).
 - CPB also feels that "early alert" mechanisms need to be established to monitor the performance of international students in their courses. Waiting until grades are available at the end of the quarter to make decisions and intervene appears to the committee to be a recipe for disaster.
2. It is a useful exercise to ponder internationalization impacts on UCSC's emerging identity: how we think of ourselves as an international campus.
 - Updates on international efforts should include the following: What outreach is being made to spread the UCSC brand overseas, which is crucial for attracting excellent international applicants? What internal inquiries are being made to ensure that effort is supported by all stakeholders on campus (students, faculty, staff, alumni, etc)?
 - Since Dr. Anuradha Luther Maitra's position is limited to a two-year term, we would like to know how faculty will be involved in the recruitment and program-building process, to ensure the program's continuity, ergo viability.
3. We were pleased to hear the developments in Summer Session that will provide essential scaffolding for international students, such as courses, and an orientation program more integrated with both the students' and UCSC's needs.
 - We would like to hear more details about the way resources will be allocated for grants and return-to-departments from non-resident tuition (you mentioned 2%), for study abroad (5%) and for prospective student recruitment (10%). Specifically, we'd like to

know more about how these percentages were determined and what measures will be used to assess whether these are the most effective uses of these funds.

4. CPB remains quite concerned about leadership positions for internationalization, specifically, that roles are currently unclearly distributed among various individuals, with apparently limited communication between them and other stakeholders (e.g., college advisors, provosts, IEO staff, etc.).
 - We support your goal of appointing one person with a 100% appointment. Some committee members felt that your proposal to split the appointment with 75% attention to inbound students, and 25% to outbound students may make it difficult for either issue to receive adequate attention. At the same time, some committee members are concerned that establishing this position so early at this level may reduce flexibility as we learn more about campus needs. Perhaps this structure will need to be re-evaluated a year or so down the line in terms of long-term effectiveness.
 - Near term, we would like to see the job description for the head of internationalization (title TBD) as soon as it is available. It is essential that that this person has enough authority to communicate and implement important steps in internationalization across the entire campus.
 - We would like to see regular, physical meetings between key stakeholders to make the internationalization process transparent and as smooth as possible, especially over the next year or two. At the very least, there should be regular meetings for admissions, faculty who do recruiting, pertinent departments, the VPDUE's office, and perhaps SEC representatives, as we deal with (and learn from) the first cohort that is already here and work on recruiting the next cohort. Effective communication is key to success.
5. The committee agrees that developing a "go-to office" for international students (and possibly for faculty and staff information about international students) is a key next step. The Senate should be consulted in the process of design and implementation:
 - This location should have enough staff resources to provide thorough information to students (e.g., about visas, course-work, advising, etc.) and a staff sensitive enough and trained to deal with international students' concerns.
 - The office must also have authority and resources, as well as provide a social "home" for international students. This is crucial for making international students feel safe. This location should be functional by the arrival of next year's cohort at the latest.
6. We ask that the VPDUE's office continue to examine what programs may have the biggest impact on increasing our international student population. How can recruitment be made more effective? How can existing connections with overseas programs be made stronger and new ones be created? What communication plans will be the most attractive and competitive for attracting top-notch international students?
 - CPB feels that there should be an individual responsible for communications in the Office of Admissions to work specifically with international student populations. This position should be expected to work closely with the head of internationalization as well.
 - We ask that the Ambassador Fellowship Program (draft) be examined for potential use with undergraduate students (in addition to or as an alternate to graduate students).

- The amount and distribution of scholarships to international students needs to be revisited to ensure that the \$4,000/\$6,000 amounts are the most effective at recruiting and retaining international students. CPB would like to know more about how this effectiveness is measured and what changes are considered as data becomes available. In particular, the committee feels that a flexible scheme for financial aid to international students should be developed to eventually replace the current uniform grants.

Sincerely,



Daniel Friedman, Chair
Committee on Planning and Budget

cc: CP/EVC Galloway
VC Delaney
Assoc. Dean Furguson
Special Advisor Maitra