

April 24, 2014

JOE KONOPELSKI
Chair, Academic Senate

Dear Joe,

Re: Proposal for Support of International Student Growth and Campus Globalization

I would like to thank you and the Senate committees for their comprehensive analysis of our *Proposal for Support of International Student Growth and Campus Globalization*.

I wish to comment on a few of the recommendations and themes within your letter, roughly following the order in which they are presented. As you know, this continues to be a time of rapid change and action as we work to meet campus targets with respect to enrollment and undergraduate students success.

I concur with the Senate's note of the differences between international recruitment and retention (undergraduate and graduate) and campus internationalization. And, while it makes sense for me, as an administrator, to discuss and propose ways to *support* campus internationalization, programmatically internationalization must be a long-term commitment of the faculty and the faculty Senate to fully integrate research, service, and teaching within the context of internationalization. Developing a full-fledged international strategic plan (distinct from a support plan) is a process requiring 12 to 18 months of intense administrative, senate, faculty, student and staff involvement, and is a key focus of the revised faculty leadership position discussed below. I am confident that over time UC Santa Cruz will achieve the benefits of fully internationalizing its research, educational and service missions, and I will continue to seek ways to assist in this outcome.

Leadership Structure

Just after providing the proposal to the Senate, the International Education Office (IEO) director shared plans to retire. This opened up the opportunity to rethink the IEO Director position and the faculty leadership position. I have attached the IEO Director job description, developed in consultation with the CIE Chair and provided in draft form to you on February 21. This position will be posted publicly in the near future. I am hopeful that a CIE representative will be able to take part in the search.

I am delighted that the Senate supports the plan for a 100% faculty administrator position. The position has evolved significantly, based on Senate feedback and discussions with the CIE chair, EVC, and others, and will be titled Senior International Officer (SIO). The position will work closely with the Academic Senate, programs, and faculty. Due to Senate feedback, the Programs Abroad Faculty Director will remain separate, reporting to the new SIO. It is particularly important to fill the SIO position in time for the expected doubling of international undergraduates on our campus, not to mention the growing engagement in all things international. Thus, a campus search, including an open forum, is planned for this Spring quarter.

Curricular Support

I am glad to hear agreement with the need for curricular support and restructuring, something that is likely to advantage many more of our students than just those attending on a visa. This is an evolving process, and Undergraduate Education is working closely with Writing, Applied Linguistics, Humanities, and others on these issues. Certainly, we are working to expand quality and quantity of the application pool through a variety of measures. Over time, we will become increasingly selective even as we work to meet the campus' challenging enrollment targets and budgetary expectations. I agree with SEC that, for the time being, we should not sponsor an English program. I am hopeful that CAFA may approve our request to pilot a collaboration with ELS in Santa Cruz regarding the UC English Proficiency requirement. I believe that strategies, such as this, may be similarly important to the development of significant cohorts of sponsored graduate students.

International Student Experience

I concur with the several committees that note the importance of "a focal place for international students" to ensure continuing success of our growing cohorts of international students. Work has begun on a multi-divisional Student Services Space Plan for the Quarry Plaza and Hahn area that may identify a preliminary path forward in support of this need.

Summary

Regarding the recommendations, I am glad that SEC concurs with our long-term approach of focusing on application pool development in targeted regions (1). As these efforts expand, such as with our recent work to begin building sponsored student pipelines in the Middle East (with significant graduate focus), the SIO and other faculty will have important roles to play, mirroring the close collaboration between admissions and faculty, in particular Chancellor and Vice Provost Academic Affairs, in building our domestic pipelines. I concur with (2) keeping the Programs Abroad faculty position separate. Long-term leadership structure (3) will be an aspect of the development of a broad-based international strategic plan, rather than one focused primarily on the urgent support needs. I agree that engagement with the campus-wide importance of NRT (4) is critical. As we grow NRT enrollments, there will be more and more examples of the positive impacts of the new revenue on our campus. I expect that the Student Services Space Plan may begin to address (5) the need for a physical space, as should the proposed broad-based development of an international strategic plan.

Updates

The number of international frosh Statements of Intent to Register (SIRs) is excellent. As of April 22, the Office of Admissions has received 210 international SIRs, compared to 80 last year and 14 the prior year up to this date. Given this success, we expect to significantly exceed our enrollment target of 137 international frosh NRT. The IEO delivered the first I-20 documents to students last week.

Planning for the International Summer Start is going well. Working with Applied Linguistics and Writing, we have developed a three-class Summer Session program that includes Advanced Vocabulary, Writing, and Introduction to the Research University. We are anticipating 15-25 students, based on signups to date.

Last year we took part in the i-graduate International Student Barometer survey, achieving a 40% response rate. In overall student satisfaction, UC Santa Cruz ranked second among the 26 US institutions participating in the survey, and 18th of 170 globally. We are delving more deeply into the

survey results, and will continue to provide the Senate and campus with information on the international student experience, as we work to ensure that we continue to excel.

Thank you again for the Senate's careful work on this proposal. I am delighted with the strong investment in enhancing community and scholarship among our international students. I would also be delighted to consult with Executive Committee and other Senate committees to continue our collaborations on these topics.

Sincerely,



Richard Hughey
Vice Provost and Dean
of Undergraduate Education

Enclosure

cc: Senate Executive Committee
CP/EVC Galloway
Vice Chancellor Delaney
Vice Provost Lee
Vice Provost Miller