

UNM Faculty Senate Ad Hoc Committee on  
Internationalization  
August 2011

---

***Committee members:***

Dante DiGregorio, Co-chair, Anderson School of Management  
Natasha Kolchevska, Co-chair, College of Arts and Sciences  
Dale Alverson, Health Sciences Center  
Claire-Lise Benaud, Zimmerman Library  
Melissa Bokovoy, College of Arts and Sciences  
Sherri Burr, School of Law  
Terry Crowe, Health Sciences Center  
Chris Duvall, Arts and Sciences  
Frank Gilfeather, College of Arts and Sciences  
Ramiro Jordan, School of Engineering  
Margot Milleret, College of Arts and Sciences  
Cassiano de Oliveira, School of Engineering  
Christine Sauer, College of Arts and Sciences  
Doug Thomas, Anderson School of Management

*Ex-officio after July 1, 2011*

Chaouki Abdallah, Interim Provost and Executive Vice-President  
Mark Peceny, Interim Dean of the College of Arts and Sciences

**RATIONALE:**

International education figures prominently in the stated mission of UNM, and comprehensive internationalization at UNM is crucial to helping New Mexico's students, economy and society prepare for increased interdependence across nations. As stated by the NAFSA, the Association of International Educators ([www.nafsa.org/cizn/](http://www.nafsa.org/cizn/)), "*Comprehensive internationalization is a commitment, confirmed through action, to infuse international and comparative perspectives throughout the teaching, research and service missions of higher education. It shapes institutional ethos and values and touches the entire higher education enterprise. It is essential that it be embraced by institutional leadership, governance, faculty, students, and all academic service and support units. It is an institutional imperative, not just a desirable possibility.*"

International education refers to the cross-border and global dimensions of the university's core activities related to teaching, research and service. It therefore includes the recruitment, admission and support for international students admitted into UNM's degree programs; incoming and outgoing study abroad through both exchanges with foreign universities as well as through UNM faculty-led programs, sponsored programs involving international topics and partner institutions abroad, academic programs and courses on campus that help UNM students acquire knowledge and skills related to international and global topics, and new initiatives that enhance international education at UNM (e.g., joint or dual degrees, internationalization of the core curriculum, etc.). Internationalization also involves support for

international research and service projects and initiatives undertaken or sponsored by UNM faculty, who have a long and active history of involvement in multicultural and international projects.

In order to elevate the stature and performance of international education at UNM, we recommend a set of changes to administrative and financial structures, policies, and procedures within the Provost's office that will improve the efficiency and effectiveness of the efforts of various units that currently contribute to international education at UNM. These changes will enable UNM to pursue goals that include catching up to UNM's peer institutions in several performance areas related to international education, including the percentage of students who study abroad and of international students as a percentage of the student body.

This document a) elucidates the centrality of internationalization efforts to UNM's academic mission; b) establishes goals for a coherent internationalization program that will advance UNM's core missions, and c) makes recommendations on how to achieve this program.

## **GOALS:**

The goals of international education at UNM are as follows:

- Enhance student and faculty access to international educational, research and service activities and increase international student enrollment on campus.
- Increase faculty governance of all aspects of international education, research and service.
- Establish goals and metrics for
  - a) internationalizing academic units and curricula (including study abroad)
  - b) recruiting international students
  - c) supporting and coordinating international research and service.
- Establish structures and policies to
  - a) enable the financing and coordination
  - b) ensure the transparency and accountability of all aspects of international education, research and service.
- Identify and prioritize strong international partners to ensure productive and sustainable collaborative efforts.

## **RECOMMENDATIONS:**

### **1. Create an International Initiatives office at UNM and appoint an Associate Provost for International Initiatives.**

We recommend that an Office of UNM International Initiatives be created as a unit under the Provost, led by a tenured faculty member serving as Associate Provost for International Initiatives. The Associate Provost should serve on a part-time basis, reporting directly to the Provost. To

increase efficiency, the current Office of International Programs and Studies (OIPS) should be dissolved and two new units established: an Office of International Scholar Support Services (ISSS) that unifies all support services for international faculty and students, and a Study Abroad Office (SAO) that unifies all study abroad efforts on campus. These two units, as well as the Latin American and Iberian Institute (LAI), will report directly to the Associate Provost. The new Associate Provost will also oversee the following functions: coordination of international recruitment and admissions functions, implementation of Amigos Scholarships for international students and Regents Scholarships for Study Abroad, funding mechanisms for faculty-led study abroad programs including a 'tuition capture' system, and any 'platform' programs that may be created, including but not limited to the UNM Rome Center. Individuals reporting directly to the Associate Provost for International Initiatives should include the Directors of the LAI, ISSS, SAO, and Center for English Language and American Culture (CELAC).

## **2. Establish a faculty-led advisory committee for international initiatives.**

A standing committee should be established to provide faculty governance over the activities of UNM International Initiatives. Modeled in part on the Executive Research Advisory Committee (<http://research.unm.edu/erac/>), this body would include leadership from the colleges and schools (i.e., associate deans or deans' representatives), international education leadership (Associate Provost, ISSS, LAI, ISI and Study Abroad Directors), and a set of dean's liaisons, faculty members and staff involved in international programs. Faculty members must represent multiple units and diverse regional interests. The governance committee will work with the Associate Provost for International Initiatives to establish goals, strategies, and performance metrics for international education, research and service. The committee will also advise on specific policy decisions including: expansion of international content in UNM curriculum offerings, support for critical and less-commonly taught languages, and development of platform programs (dedicated international sites available for UNM programs across disciplines).

## **3. Create a Study Abroad Office reporting to the Associate Provost for International Initiatives.**

UNM does not currently have an institutionalized mechanism for supporting faculty-led study abroad programs. At the same time, study abroad activities are currently dispersed in an awkward fashion between LAI (usually Spain and Latin America) and OIPS (usually the rest of the world). There is also an opportunity to develop foreign-based platforms for UNM programs as has previously been done in Quito and Rome. The new office should be created by reassigning staff from the current Office of International Programs and Studies (OIPS) and LAI. The director of that office should manage international exchanges for supporting incoming and outgoing students, in collaboration with ISSS, LAI, SAO and other units. The office should be responsible for implementation of the newly acquired TerraDotta software system. The office should support faculty-led study abroad programs by assisting with compliance issues (e.g. TerraDotta, adherence to UNM travel and security policies, collection of documentation for insurance and waivers), integration with UNM student advisement and registration systems, handling financial arrangements for international payments and reimbursements for faculty-led study abroad, and implementation of financing mechanisms for study abroad programs including the Regents Scholarships and tuition capture. In-country logistical support will generally be provided by UNM's academic units or third party providers, but UNM International Initiatives should assess whether it also makes sense to invest in foreign-based platforms that would provide this higher level of support for a very limited number of locations.

**4. Establish new mechanisms for funding international education at UNM.**

International education at UNM can benefit from structural and procedural changes that will enable more efficient and effective use of existing resources as well as more effective leveraging of existing resources to compete for additional outside funding. **First**, existing resources include the Regents Scholarships, international recruitment funding, and the Amigos scholarships. We recommend that the Provost's office commit existing, discretionary resources as start-up, seed funding for the Associate Provost for International Initiatives and the new Study Abroad Office. **Second**, this start-up funding would allow these units to compete for external funding opportunities. The Associate Provost's office should collaborate with the VP for Research and with academic units to seek external funding for international programs and to support proposals coming from academic units. **Third**, administrative reorganization, as described above, would reduce the duplication of efforts across campus, and instill greater transparency and accountability in the use of existing resources. **Fourth**, a prior faculty-led committee determined that the most feasible system for funding faculty-led programs would be a 'tuition capture' system enabling programs to utilize a percentage of the tuition these programs generate, yet this system has not been implemented. The Associate Provost's office should vigorously pursue the implementation of a 'tuition capture' system.

**5. Evaluate and reassign staff in the Division of Enrollment Management to work exclusively on international recruitment and admissions.**

Significant opportunities for recruiting and enrolling international students at UNM are being missed because of inadequately trained staff and inadequate lines of communication on international matters with the Division of Enrollment Management. UNM should follow the model of other universities and hire a professional International Recruitment Manager.

**6. Articulate an agreement that clarifies the relationship between the Associate Provost for International Initiatives and the Health Sciences Center.**

This agreement will determine lines of oversight and authority, funding, and travel policies and create an executive international officer at the HSC who is a counterpart to the Associate Provost for International Initiatives on main campus.

**7. Create a single clearinghouse for all international educational, research and services at UNM.**

This clearinghouse will collect basic information on all projects and initiatives with an international focus into a database that will be made available to students and faculty. The availability of this information will encourage greater student participation in international education, and enable faculty to leverage existing campus resources and expertise in the development of new programs.

## **Unresolved Issues:**

1. The 'academic home' of the programs offered by the International Studies Institute (BA in Asian, European, and International Studies) and the Latin American and Iberian Institute (BA, MA, and PhD in Latin American Studies) would still be the College of Arts & Sciences, and these programs would generally be led by A&S faculty (and compensated by A&S) while also collaborating with other academic units and the Associate Provost for International Education. While there is already a precedent for this (LAI/LAS), details would need to be worked out.
2. How can key staff be involved in the faculty governance committee? In some academic units, staff are very involved in directing activities such as coordinating study abroad programs.
3. Where does CELAC (Center for English Language and American Culture, currently part of OIPS) fit in? CELAC is self-funded and operates fairly autonomously.

## APPENDIX A: BACKGROUND INFORMATION

New Mexico, as a border state, had long before statehood close cultural and historical ties to the extended regions to our south. In the 20<sup>th</sup> century our state strengthened these unique cultural ties as UNM became an important center of study and exchange between our people and those in Latin America. These unique ties need to continue and be nurtured, yet there arises now a new need to seek broader cross-cultural experiences for our students. In the 21<sup>st</sup> century, borders are becoming less important and globalization means that knowledge of world regions and peoples has become critical to the success of our graduating students. In educating both undergraduate and graduate students for 21<sup>st</sup> century careers and opportunities, UNM needs to look at what skills and experiences will prepare them for the mid-century world – one we are just beginning to sense. For our students to compete and be successful, they will need in addition to their academic field a global view that is informed and sensitive to other cultures and societies. This is why international programs are becoming so important not only at UNM but at all universities. UNM thus seeks to commit to a strategy and to a new structure and policy enhancements designed to internationalize all aspects of teaching, research and service. This UNM Faculty Senate Ad Hoc Committee report lays out recommendations to strengthen, expand and support our international and study abroad programs while maintaining our particular and traditional strengths.

In May, 2011, the Faculty Senate Operations committee, in consultation with FS President Richard Wood, decided to create an ad hoc committee on international education at UNM. This initiative was prompted by the failure of leadership and imagination at the highest levels of UNM's administration, which has resulted in a highly decentralized and disorganized approach to the critical issue of internationalizing the UNM campus. It is also a response to the Higher Learning Commission's 2009 accreditation report that called for faculty—as the university's most enduring body—to play a more central role in university governance in matters of research, teaching and curricula. As UNM's peer institutions have understood, internationalization efforts lie at the heart of everything we do in higher education in the 21<sup>st</sup> century. The current level of decentralization has been to the detriment of our students and our faculty. UNM, with its remarkable international and multicultural history, needs to aggressively address this issue in all of its dimensions.

Numerous units are involved in a very broad range of international initiatives at UNM: The Office of the Deputy Provost, the Office of International Programs and Studies (OIPS), the Latin American and Iberian Studies Institute (LAI), the offices of the Vice Presidents for Student Affairs, Enrollment Management, Research, etc. In addition, there is a large number of study abroad programs that are led by faculty in various colleges, including A&S, Management, Engineering, Law and Health Sciences.

UNM's international efforts have been the focus of numerous committees and executive reports over the past ten years, and we do not want to duplicate or take away from the excellent work that has been done by various stakeholders. Rather, the charge to the committee, chaired by Dante DiGregorio (ASM) and Natasha Kolchevska (A&S), was to examine and summarize the current status of a broad range of international issues at UNM and to make recommendations to the Faculty Senate and the Provost on how to bring UNM up to the level of our peer institutions. Committee members included faculty from north and main campuses who have been involved in various internationalization efforts—from recruiting to faculty-led study abroad programs to faculty research. It was the intention of this committee to make recommendations that would create a blueprint for coordinating international

education and laying out a program for the comprehensive internationalization of the UNM campus. We feel that as long-term stakeholders, faculty are in a unique position to make both practical recommendations that can be implemented rather quickly and a vision for UNM that will endure and survive, regardless of the specific higher administration. Only through a combination of shared responsibility and collaboration between faculty and administration can we advance UNM's international education missions in all of their depth, breadth and richness.

The ad hoc committee met on a regular basis between May and August 2011 and invited various stakeholders, including

- ⤴ Chaouki Abdallah, Interim Provost
- ⤴ Kate Moore, Office of the Provost
- ⤴ Johannes Van Reenen and Jane Slaughter, OVPR
- ⤴ Daniel Ortega, Special Assistant to the Provost for International Affairs
- ⤴ Susan Tiano, Director of the Latin American and Iberian Institute,
- ⤴ Ken Carpenter, Associate Director of the Office of International Programs and Studies
- ⤴ Linda Melville, International Student Services, OIPS
- ⤴ Eliseo Torres, VP for Student Affairs
- ⤴ Terry Babbitt, Acting VP for Enrollment Management
- ⤴ Katie Richardson, President, GPSA.

## **APPENDIX B: LIST OF RELEVANT REPORTS AND RECOMMENDATIONS, 2002-2011**

June 22, 2011	Report on Briefing by Daniel Ortega (see attachment)
June 6, 2011	Restructuring Study Abroad Programs at UNM
April 15, 2011	Proposal to Merge Study Abroad Office functions in one location
March 2011	Study Abroad Business Model
February 28, 2011	Draft Proposal from Enrollment Management for Recruitment of International Students
February 2011	LAI response to President's Cost-Cutting Committee (see attachment)
November 3, 2010	OIPS self-study
November 23, 2009	Proposed recommendations for UNM sponsored group trips abroad
May 28, 2009	Final Proposal of UNM Task Force on International Programs
Summer 2009	UNM Study Abroad Task Force 2009: Impediments to International Programming--Summary of Comments from Prior Initiatives (see attachment)
2009	Faculty-Led Programs in A&S (see attachment)
2008	UNM Study Abroad Advisory Committee (SAAC): History and Outcomes (2002– 2008) (see attachment)
February 1, 2006	UNM International Task Force Report (see attachment)
May 1, 2003	Inventory of International Programs at UNM
October 25, 2002	Provost Foster's Call for "More Ideas to Inform Campus Dialogue about International Agenda"