

Report from

**University of Florida
International Center Review Committee**



Submitted to

Provost Joseph Glover

University of Florida

February 16, 2009

University of Florida
UF International Center Review Committee Report

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A. Introduction

It is imperative that the University of Florida develop a robust and multifaceted international culture. Bartell (2003) states

“International literacy has become critical to our cultural, technological, economic and political health. International competence in an open world of permeable borders has become a generalized necessity rather than an option for the tier of societal elites as was true in the past. It has become essential for Canadian and United States universities to educate, that is, to transform, on a scale unknown in human experience, all of their stakeholders and constituents to function effectively and comfortably in a world characterized by close, multi-faceted relationships.” (p. 49)

To this end, the strategic work plan for the University of Florida states that *“The University of Florida has an obligation to develop resources for understanding different cultures and societies so that the citizenry of the state and nation are prepared for the increasing integration of the global community; and it must inculcate this understanding in its students.”* The work plan further states: *“To fulfill its obligations, the university needs to continue support for these efforts, develop new programs to deepen its understanding of the world's cultural diversity, and promote international research and education.”*

The work plan goes on to provide the following goal:

Goal: Enhance existing and develop new programs to promote international research, teaching, and study abroad and exchange programs.

Brenda J. Ellingboe defines university internationalization as “the process of integrating an international perspective into a college or university system. It is an ongoing, future-oriented, interdisciplinary, leadership-driven vision that involves top administrators creating an institutional vision and motivating people in both academic affairs and student affairs units to change an entire system to think globally, comparatively, and collaboratively while reacting to multi-dimensional environmental changes in global political, economic, social, and cultural arenas. It is the way an institution adapts to an ever-changing, diverse external environment that is becoming more globally-focused.” (http://cehd.umn.edu/IntEduc/IntFAQs.html#What_is)

The entity at the University of Florida charged with leading the campus in internationalization and globalization is the UF International Center (UFIC). UFIC has developed into a center that does a highly effective job providing technical support for international travels and study. Still, the goal of increasing integration of UF within the global community and the full promotion of international research and education of UF students, staff and faculty has not reached its full potential.

Currently the UFIC is led by an Interim Dean. To examine the current status of the center in preparation of recruitment of a new leader for UFIC the Provost appointed an *Ad Hoc* committee to review the mission, procedures and structure of the UF International Center. The committee met each Monday during November through January, considered questions that the provost provided and interviewed several individuals. In addition, the committee reviewed the web presence of International Centers on other campuses and reviewed several previous reports on international activities at the University of Florida. The committee provides the following report as a culmination of their review.

B. Committee Members

Steve Dorman, Chair	College of Health and Human Performance
Cammy Abernathy	College of Engineering
Enrique Bimstein	Department of Pediatric Dentistry
Stu Cohn	College of Law
Sheila Dickison	College of Liberal Arts and Sciences
Selcuk Erenguc	Warrington College of Business Administration
Lynn Frazier	UF International Center
Ken Gerhardt	UF Graduate School
Dorota Haman	Department of Agricultural and Biological Engineering
Jorge Hernandez	College of Veterinary Medicine
John Kaplan	College of Journalism
Angel Kwolek-Folland	UF Provost's Office
Mark Rieger	College of Agricultural and Life Sciences
Bill Riffie	College of Pharmacy
Chris Silver	College of Design, Construction and Planning
Leo Villalon	Center for African Studies

C. Committee Charge

Provost Glover charged the committee to review the mission, procedures and structure of the center prior to the university going forward with a search for a new director or dean. He asked the committee to consider the following questions:

1. What is the role of the center on campus? What is the dean/director's role?
2. What is its relationship with the colleges? What is the dean/director's relationship with/to other deans?
3. Should there be a 'strong' center or 'weak' center.
4. Besides its service center role, should its academic center role be to facilitate, foster, promote, initiate, collaborate, create or lead?
5. What is its (center & dean/director) list of activities, responsibilities, duties, powers?
6. What are its successes/failures to date?

7. Should it become the 'Center for Planetary Outreach'? Currently, many activities in distance education/self-funded courses bypass the International Center. Should we think of it as a continuum handling everything not on this campus?
8. Should DCE be folded in to the International Center?

D. Brief responses to Provost's Questions

1. What is the role of the center on campus? What is the dean/director's role?

Expand current mission statement so that UFIC provides visibility and leadership for all international efforts on campus. Dean should have "authority" to monitor activities related to and advocate for international activities and programs, including academic initiatives.

2. What is its relationship with the colleges? What is the dean/director's relationship with/to other deans?

Each college should have a local UFIC representative, area studies centers should coordinate with UFIC, and dean should be member of dean's group.

3. Should there be a 'strong' center or 'weak' center.

A strong international center should be responsible for supporting all international efforts, including international campuses and their creation and oversight. Budget should be separate and not funded from student or program fees.

4. Besides its service center role, should its academic center role be to facilitate, foster, promote, initiate, collaborate, create or lead?

UFIC dean should provide, at the least, leadership, visibility and support for international activities; at the most, she should take the initiative in building an academic role for UFIC. Ideally, the Dean should have academic credentials that would allow for a tenured appointment.

5. What is its (center & dean) list of activities, responsibilities, duties, powers?

"Everything international", including liaison with DOCE where necessary and relevant.

6. What are its successes/failures to date?

Excellent on regulatory assistance to colleges and university and strong study abroad. An expanded mission and vision would include a stronger academic role on

campus, enhanced communications and leadership on international efforts across campus. This would require additional staff.

- 7. Should it become the 'Center for Planetary Outreach'? Currently, many activities in distance education/self-funded courses bypass the International Center. Should we think of it as a continuum handling everything not on this campus? Should DCE be folded in to the International Center?**

Examine MSUGlobal as a model for a newly configured DOCE and connections to UFIC. Probably not appropriate to combine these offices, but they should at the least be coordinated at the provost level.

E. Recommendations:

The committee would be remiss to fail to acknowledge the financial constraints facing the university community at present. Many of the recommendations in this report will require additional funding or an expansion of the current funding base. We clearly recognize that the severe funding loss to the university will constrain the provost and the new dean as they move forward with the Center. Still, we are compelled to provide feedback regarding opportunities and directions that we believe could be fruitful and significant in developing a more robust center presence for the future. Full implementation of these recommendations will be contingent on the ability to secure additional funds in the future and should be guided by the wisdom of the new dean.

- 1. Develop a strategic vision for Internationalization/Globalization for UF and for UFIC:** The committee recommends that there be conversations regarding a strategic plan for globalization for the University of Florida and from this a short and long term vision be established for UFIC. This would enable the new Dean to identify performance metrics for success and accountability for moving UF forward on internationalization. An annual report with an assessment of performance metrics, objectives and goals should be prepared and published.
- 2. Greater involvement across campus:** The committee recommends that UFIC develop strong(er) ties with others engaged in international activities throughout campus. This could be accomplished by developing a clearing house or database for those interested in creating or expanding international activities. This role could also be enhanced by strengthening the role of the current Cross Campus Coordinating Committee as a body that provides leadership and advocacy for the international agenda on campus. This clearing house could coordinate and orchestrate collaborative activities among units on campus with similar or synergistic proposals.

3. **Organizational structure related to the Provost's office:** The committee recommends that the Provost have someone in his office who has campus globalization, internationalization and UFIC in their portfolio so that the center and international related activities are continually monitored and promoted within the Provost's office. While the committee is not prepared to tell the Provost how to staff his office, we do offer two suggestions. One suggestion is that the title of the new UFIC leader be that of Dean. A second suggestion relates to how this Dean would interface with the Office of the Provost. There appear to be two options to take: 1. Hire two people: One to fill the UFIC Dean position (preferably a strong internationalist who has an appointment in one of the academic areas on campus). The second hire then would be an associate provost who has international affairs in their portfolio (perhaps along with other concerns as well). 2. Hire one person to fill the UFIC Dean position and appoint that person to also be Associate Provost for International Affairs on campus.
4. **Organizational structure within the Center:** The committee recommends that the Center organize itself with two divisions. One division would be concerned with the rules and regulations having to do with international students, travel, study and visitors. The other division would be concerned with expansion of globalization and internationalization of UF curricula, research and outreach agendas and would work with the colleges to enhance and promote student and faculty involvement in international studies, research and other campus-based activities.
5. **Relationship to colleges:** The committee recommends that each college select a liaison to UFIC and that these representatives meet regularly with the UFIC leadership. Also, it is recommended that the colleges through the liaison continually provide feedback and reporting to UFIC regarding college level international activities.
6. **Campus coordination of International Affairs:** The committee recommends that the International center (dean) provide coordination for the university on matters pertaining to all international activities and affairs of importance to the campus and its stakeholders.
7. **Relationship with other deans:** The committee recommends that the UFIC Dean meet routinely with other academic deans. This will position the UFIC dean as a colleague among deans and will enhance communications between the colleges and UFIC on international activities.

8. **Improve communication:** The committee recommends that UFIC work to heighten communication about what is currently occurring through the Center and across campus relative to international. The committee strongly recommends that UFIC develop a more robust website that fully communicates the total extent of UF's international activities and involvement. The improved web presence should provide links to the various study centers, details about international educational opportunities across campus and highlights regarding international related research occurring through the various colleges. There are many activities currently occurring through UF, however, the current web presence lacks the power to tell this story.
9. **Diversify funding:** While the impact of implementation of an RCM funding model is uncertain for UFIC, the committee recommends that UFIC find ways to increase and diversify its funding streams. However, centrally imposed taxes under RCM should not be passed on to students via higher study abroad program fees since this would negatively impact study abroad participation, and in turn, the internationalization of our student body.
10. **Campus protocol service:** The committee recommends that UFIC provide protocol services for UF administration for campus international relationships and visits.
11. **Facilitate creation of a strong curricular presence:** The committee recommends the implementation of a strong curricular emphasis across campus to increase global and international competency of University of Florida students. This might be accomplished through implementation of the UF Global plan or similar previous recommendations/efforts. The UFIC should take the lead in working with the colleges to enhance and to increase global competency among UF students.
12. **International Research Centers:** The committee believes that function and viability of the international research centers (i.e. Beijing and Paris) should be regularly and periodically examined. Further, the committee recommends that the new Dean of UFIC should have the responsibility for determining the expansion of future international research centers. The proposed strategic plan for internationalization/globalization should include specific criteria for the creation, implementation and evaluation of UF international centers abroad.
13. **Development opportunities:** The committee recommends that the new dean fully align UFIC with the current development campaign. In addition, there is great opportunity to combine with the efforts of the

colleges and units to fully appeal to donors and supporters who are inclined to support campus enhancement of international activities. In combination with the colleges, specific funding projects and profiles could be established to appeal to donors. In addition, more general campus-wide projects (study abroad support, international exchange supports, international speakers) might be established to appeal to donors.

F. Expanded responses to the Provost's Questions

1. What is the role of the center on campus? What is the dean/director's role?

The committee provided specific feedback regarding enhancing the mission statement of the UFIC. Committee members felt the current mission statement could be expanded to include items pertaining to:

- global engagement
- aspirations to have a preeminent international profile among our peers
- provision of campus leadership related to international affairs in all university mission areas
- enhancing multidisciplinary engagement in global activities
- strengthen global and cross-cultural competency for all UF stakeholders

It was also suggested that most of the objectives for the Center were "passive" in nature (i.e. serve, provide, coordinate, assist), and that perhaps the provost along with the new dean might envision a more 'active' (i.e. lead, initiate, develop) role for the Center. There was discussion around this idea, along with the idea that the Center provide a more centralized presence on campus for international affairs to include international online distance education. A new mission statement might read:

The mission of the Center is to enhance the academic and scholarly experience and environment of UF students, faculty and staff by promoting a global perspective and global/cultural competence.

In addition to the current roles of UFIC such as dealing with rules and regulations involving international students and faculty, the Center must provide visibility and leadership for all international efforts on campus including coordinating international activities within units as needed. The goals of the Center should be:

University Liaison and Academic Development:

- Serve as an internal and external liaison for the University on all global activities
- Notification and publication of all international activities of all units on campus to ensure full participation by the campus community

- Creation of a climate of global awareness and competency among University of Florida faculty, staff and students
- Engagement with the colleges to develop and proliferate internationally related content in existing courses, new courses and enhanced curricula.
- Provide guidance to faculty, administrators and students and enhance their ability to pursue and develop international activities and initiatives
- Initiate and develop new programs with international partners that facilitate the education, research and services activities of UF students, faculty and staff
- Facilitate development, strengthen, and assess the globalization of UF curricula
- Fund development of proposals to enhance and expand international curricula

Advisory and Technical Support Services:

- Consultation on the proper/necessary protocols for visits to other countries
- Engagement with principal contacts in countries of interest to UF to ease entry into these countries (e.g. working with health officials to help with the transport of drugs into countries where medical missions are being held, etc.)
- Assure that all legal details have been observed (proper visas, medical evacuation insurance, travel restrictions, etc) in the conduct of international activities
- Assist with the development of international contracts, MOUs and agreements
- Continue to provide support services offered through the UFIC
- Develop, monitor and assess opportunities for the effective engagement of enrolled international students in the larger priority of internationalizing the campus
- Monitor, coordinate, strengthen and assess those programs that assist international students and visitors in the acquisition of English speaking and writing skills

Program Assistance:

- Consultation with Colleges involved in online/distance education where international students are enrolled and who are staying in their country of origin during the administration of the course/program (to assist DOCE gather the necessary data to account for overseas students educated at UF online)
- Monitor and assess delivery of educational programs designed for international students

Resource and monitoring:

- Coordinate all official UF activities that extend beyond the borders of the United States

- Be a repository of all international activity at UF. Towards this end start building a data-base of all international educational, research and service activities. Once this is done publicize the availability of such a data base so that colleges/ programs considering launching an international activity will not have to “reinvent the wheel.” This database should be searchable.
- UFIC should have the 'authority' to monitor activities related to and advocate for international activities/programs

2. What is its relationship with the colleges? What is the dean/director’s relationship with/to other deans?

The Dean of the UFIC should be involved in 1.) All the dean level meetings with the Provost and in the informal dean’s breakfast meetings to adequately perform his/her role. In addition each college should have periodic meetings with the UFIC Dean to stay abreast of each college’s international efforts. 2.) In addition, each college should have a representative or liaison to the UFIC who serves as the official representative from each college to UFIC. This group should meet regularly regarding academic and other matters as they develop as well as to exchange experiences, ideas and activities relevant to the internationalization of the campus. 3.) Finally, each of the area centers, such as the Center for Latin American Studies and the Center for African Studies should have an individual who works closely with UFIC, perhaps in a coordinating council of international centers throughout campus.

3. Should there be a ‘strong’ center or ‘weak’ center.

There must be a strong International Center which has as its major goal to advocate and provide leadership for and to strengthen international efforts of each unit within the University. UFIC should also be responsible for supporting the efforts of the units of the University in various off campus places throughout the world (e.g. The Beijing Center and the Paris Research Center). Decisions regarding future placement of research and education centers internationally should be managed within the scope of the expanded responsibilities of the UFIC and the new Dean.

While the committee is aware of the fiscal emergency that currently exists on campus and the emergence of a new financial model will impact future funding, the committee believes that the Center should be separately budgeted and fully funded from University funds rather than have a significant portion, or indeed any portion, be dependent on the vagaries of student exchange numbers and fees. If the university truly wants a strong, efficient international center, there should be a full commitment to centralized funding without regard to variable student decisions and fees.

4. Besides its service center role, should its academic center role be to facilitate, foster, promote, initiate, collaborate, create or lead?

While not unanimous on this, a majority of the review committee believes that the leader of UFIC should have dean level status to provide the necessary leadership, visibility and support for international activities across the entire campus. In many cases the role will be to facilitate, foster, promote, and coordinate. In other cases it will be to initiate or lead. However, it is the responsibility of the academic colleges and schools to develop courses and academic programs. The committee believes that a strengthened UFIC will require a skilled individual who can discern the appropriate balance of leadership, knowing when to facilitate and when to initiate. The individual in this role must have a servant's heart and a desire to assist the units to build successful international programs. The ideal leader must have a strong international portfolio but also understand the culture and role of an academic center. The new dean must understand academia and ideally, should have a tenured academic appointment in one of the departments within the university. Ideally the new dean will have experience related to the creation and operation of overseas activities of a research university.

5. What is its (center & dean) list of activities, responsibilities, duties, powers?

The portfolio of the Dean of UFIC should include "everything international" from the standpoint of visibility, leadership and coordination. There should be adequate funding for the Center allowing for all of the activities currently in the Center's portfolio as well as funds to help those who wish to initiate international activities. In some cases, the "Provost's fund" within DOCE might be used if the project involves distance/online learning. This would require coordination between the Provost's office, DOCE and UFIC. The various funded Centers on campus that deal with international activities must be intimately involved with UFIC in a cooperative fashion.

Ideally, the role and responsibilities of the Dean are to:

- serve as UF's coordinator to/with international audiences
- coordinate, facilitate, initiate, lead and manage UF international activities with students, faculty, staff and college administrators in education, research and service
- represent the provost and other senior vice presidents regarding all aspects of international education, research and service
- coordinate the delivery of international educational programs and products
- participate at provost's and deans' meetings, formal and informal
- coordinate resources designed for the globalization of UF curricula and to improve speaking and writing skills of international students
- participate in development opportunities and provide leadership to assure UF success in such opportunities
- articulate the vision, mission and goals and a rationale for UF's involvement in international activities

6. What are its successes/failures to date?

The committee recognizes the UFIC staff for its excellent service and technical knowledge. However, the current staffing appears to be inadequate to assist in development and monitoring of the expansive international programs and opportunities that is envisioned. The new Dean must undertake an immediate study to determine staffing needs in light of expanded goals and expectations of the Center.

Present Strengths (Successes):

- provides reliable and accurate regulatory advice and assistance to human resources in the colleges and university
- facilitates study abroad efforts
- facilitates international student assistance in regulatory areas
- encourages curricular development involving international activities
- dedicated competent staff
- prompt response by staff to inquiries.
- knowledgeable on technical issues such as visas, credits, etc.

Present Weaknesses (Failures):

- does not provide a vision or strategic plan for international efforts on campus
- does not promote measures of accountability in the areas of international involvement
- does not facilitate cross campus communication of international efforts
- does not provide central leadership on issues pertaining to international affairs on campus.
- does not promote internationally-related academic opportunities sufficiently
- insufficient staff
- unable to undertake comprehensive policy and program planning;
- lack of central communication and possible coordination as to programs run by various colleges and institutes.
- "one size fits all" approach.
- weak funding base.
- fundamental role not clearly defined. UFIC is a support organization but what additional roles, if any, should be undertaken, e.g. development of programs, symposiums, foreign offices, etc.

7. **Should it become the 'Center for Planetary Outreach'? Currently, many activities in distance education/self-funded courses bypass the International Center. Should we think of it as a continuum handling everything not on this campus? Should DCE be folded in to the International Center?**

The Provost asked the committee to examine the **MSUglobal** structure as a potential prototype to inform similar efforts on the University of Florida campus. The committee interviewed the director of **MSUglobal** and discussed the application to the current situation on our campus. While it was felt that **MSUglobal** offers some excellent exposure and examples in the area of distance education and entrepreneurial educational efforts, its application to UFIC is not what is recommended. In fact, on the MSU campus, there is a separate and very robust International Center which functions similar to UFIC. A search of several peer web sites found no institution where the functions of distance education and international affairs were combined in a single unit. However, because of current interest in distance education and entrepreneurial efforts on campus and because of the current (interim) status of DOCE, the committee recommends that the Provost examine **MSUglobal** as a model for a newly configured DOCE on the UF campus.

Certainly, there should be a very close association between any activities of a UF Global enterprise which offers distance opportunities internationally and the current UFIC. And perhaps these should be coordinated with the Provost's office. There are very distinct activities in each of these units (DOCE and UFIC), that are performed; however, some of the activities do overlap. Perhaps there should be an Associate Provost who provides oversight of both DOCE and UFIC with directors or deans stationed in UFIC and DOCE. The committee believes that the Provost would be served well by these units having access to his office staff through an Associate in his office and by providing them with the needed coordination of the areas of overlap in portfolios. See also Recommendation 3.

G. Summary

In summary, the committee believes that the International Center at the University of Florida has done a good job at providing the necessary support and infrastructure to assist with the bureaucratic rules and regulations involved with international student and faculty study both on this campus and abroad. The committee believes that the Center could strengthen the programmatic and operational activities of the center by providing stronger support and assistance to the colleges to increase the global competency of students in colleges throughout campus. The committee believes that the Center should have a strong profile with a strong leader and that the next dean should have strong international credentials but also be able to fully appreciate how to promote international affairs within an academic setting. Finally, the committee believes strongly that the Provost should have someone in his office with international affairs/activities in their portfolio.

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