



RALPH J. HEXTER
Provost and Executive Vice Chancellor

OFFICE OF THE PROVOST AND EXECUTIVE VICE CHANCELLOR
ONE SHIELDS AVENUE
DAVIS, CA 95616
TEL: (530) 752-4964
FAX: (530) 752-2400
INTERNET: <http://provost.ucdavis.edu>

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Dr. Ruth Uy Asmundson, City of Davis Mayor Emerita
Ms. Sharada Balachandran-Orihuela, Doctoral Candidate/English
Professor Leopoldo Bernucci, Spanish and Classics
Associate Vice Chancellor Lora Jo Bossio, Student Affairs
Professor Fadi Fathallah, Biological and Agricultural Engineering
Professor Jacquelyn Gervay Hague, Department of Chemistry
Associate Dean James Hill, College of Agricultural and Environmental Sciences
Professor Douglas Gross, School of Medicine, Department of Anatomy
Dean Winston Ko, Division of Mathematical and Physical Sciences
Professor Jeannette Money, Department of Political Science (co-chair)
Ms. Vallerye Mosquera, Doctoral Candidate/Human and Community Development
Mr. Rajiv Narayan, ASUCD
Professor Christopher Reynolds, Department of Music
Professor Cary Trexler, School of Education/ College of Agricultural and Environmental Sciences
(co-chair)
Professor Charles Walker, Department of History
Professor Li Zhang, Department of Anthropology

RE: Response to the International Advisory Committee Report

Dear Colleagues,

I write today in response to your report and to describe important steps in UC Davis' continued evolution as a university of and for the world. I begin by recalling that the Vision of Excellence committed the university to "Embrace Global Issues" as the third of six explicit goals. In particular, the campus committed to become "the university of choice for international students, post-doctoral scholars, faculty, prestigious international and governmental exchange programs and research enterprises that have trans-national and global applications." This goal has multiple dimensions. In many regards we are realizing our aims: we are among the top choices for international scholars seeking to spend a period of research at a U.S. campus. In other areas we are still aspiring.

With our commitments and aspirations very much in mind, I appointed you to serve as the International Advisory Committee to study this issue. Under the leadership of faculty co-chairs Jeannette Money and Cary Trexler, you submitted your final report on June 5, 2012. [For the record, the IAC report as well as the charge to the committee and its membership roster can be accessed at <http://provost.ucdavis.edu/initiatives-and-activities/initiatives/init-adv-committee.html>] Today's communication constitutes my formal written response to your 2012 report, and reflects as well considerable work, on the part of many, over the past year as, drawing in large measure on

your observations, we move towards a more internationally-oriented university. Before proceeding, I want to offer you my sincere appreciation for your hard work and very helpful and insightful observations and recommendations.

Since the work of the committee began, the importance and urgency of developing every dimension of our international engagement in planning for the future of the campus has only increased. Your work has made a major contribution to addressing this issue. As you observed in the introduction to your report, effective internationalization of the university will require that every member of the campus community be aware, engaged and involved in the effort. I agree with this view, and both the chancellor and I are committed to working to make it a reality over the coming years.

Your report was organized according to five major facets of internationalization, and I will respond to each in turn. These include efforts focused on domestic undergraduate students, on international undergraduate students, on international graduate students, on the faculty role in internationalization, and on how to integrate the efforts of the campus so that the whole is greater than the sum of its parts.

Domestic undergraduates. With respect to international experiences for our domestic undergraduate students, the report notes the magnitude and value of our current efforts, and expresses in detail the challenges we face in improving our performance to achieve the aspirational goal of a meaningful international experience for every student. Having recently visited with many of the students involved in our quarter-abroad program in Madrid, I know that those students who have an international experience regard it as truly transformative. I further join the committee in recognizing the challenges we face, and am committed to addressing as many of these as possible. To do so will require an integrated effort that crosses multiple organizational units, including the groups reporting to the Vice Provost for University Outreach and International Programs (VP-UOIP), the Vice Provost for Undergraduate Education (VP-UE), the Vice Provost for Academic Affairs (VP-AA), the Vice Chancellor for Student Affairs (VC-SA), the Dean of Extension and academic units from the colleges down through the departments.

The committee notes the five “F”s relevant to increasing student participation: finance, fear, family & friends, faculty and academic “fit.” I agree that each of these must be addressed, and that a major factor will be the development of a tightly coordinated advising effort among many campus constituencies involved, optimally based on data from past student experiences with international activities. Everyone who plays a role in student decisions, from friends to faculty to advising staff and financial aid advisors, must be well informed about how students can succeed in international experiences while minimizing negative financial or academic impacts. Under the leadership of the Interim VP-UE, we have recently initiated a comprehensive effort involving multiple university and college administrative units to create a more unified and coordinated advising effort for all of our students. I will ask this group to leverage their efforts to further address the specific issue of coordinating advising regarding international experiences for domestic students, working with all of the relevant stakeholder groups, and to develop ways to implement appropriate actions in this area, across the entire range of academic and financial issues. This will include efforts as recommended by the committee to incorporate a section for international experiences into the standard forms developed to track student progress to degree, so that these experiences come to be seen as a standard part of the student experience.

Our efforts should support the traditionally defined student experiences (year abroad [through UC EAP], quarter abroad, summer abroad), but we should also endeavor to define, design and develop

new types of international experiences for our students, including internships and service learning with NGOs, governmental agencies and companies in order to widen opportunities and generate interest among students who would prefer these types of experience.

A clear need is to find additional financial resources to support students in their experiences. We were very fortunate to receive a \$1M gift from Ann E. Pitzer to the UC Davis Education Abroad Center to create student scholarships that will help between 20 and 40 students annually participate in study abroad programs. This gift has leveraged further funds from the UC Davis Foundation Matching Fund for Student Support, and is hopefully the first of many that will be generated for this effort. The Office of Development and UOIP are firmly committed to raising additional funds for this purpose from donors interested in this issue.

Faculty have a very specific role to play in lowering the barriers to student participation, not only through their role in advising, but also in working with curricular requirements to allow maximum flexibility in maintaining progression to degree while participating in international experiences, and in proactively helping to identify course opportunities abroad that will fulfill requirements for progress in each major. It is not inconceivable that technology may permit students studying abroad to complete a key course in a required sequence; such an option might well permit more students to avail themselves of international experiences without extending their time to completing the requirements for their major and for graduation. I look forward to working in partnership with faculty in the colleges and senate to thoughtfully evaluate strategies that will provide our students with maximal flexibility to achieve their academic goals and pursue international experiences.

With respect to administrative support for domestic students engaged in international experiences, the committee raised several good points and made a number of useful recommendations. I will ask the VC-SA and other administrative leaders as appropriate to work together with staff and faculty to follow up on these suggestions and to implement solutions insofar as possible.

I agree with the committee that given our limited resources, it is essential that we achieve the greatest possible efficiency in utilizing the efforts of staff spread across multiple administrative units. A work group chaired by the Provost and comprised of the VP-UOIP, the VP-UE, the VP-AA, the VC-SA, the VP-Graduate Education/Dean-Graduate Studies, the Dean of Extension and a representative of Academic Senate leadership will be created (the Global Strategies Workgroup; PGSW), to address this and other issues. This group will meet as appropriate to coordinate the efforts of their groups on issues that transcend unit boundaries, and to focus on creating a truly integrated campus effort supporting internationalization.

International undergraduates. Increasing the enrollment of international undergraduate students at UC Davis is now a major priority of the campus under the 2020 initiative process. The committee makes many valuable recommendations that are well aligned with issues discussed by the 2020 task forces; these will be incorporated into our planning efforts for the initiative. Some of the recommended actions have already commenced; for example, the Office of Admissions has made large investments in recruiting stellar students from around the globe, with impacts that have already been seen in this year's outcomes. In 2012, we admitted 3,351 international undergraduates (including both freshman and transfer students), of whom 588 enrolled in Fall 2102. By comparison, in 2013 we admitted 4,641 international undergraduates, of whom approximately 870 are projected to enroll in Fall 2103. The quality of our international applicant pool and enrollees continues to increase, with the average SAT score of admitted freshman

international students (one of the several metrics used to evaluate applicants) increasing from 1880 in 2011, to 1918 in 2012, to 1935 in 2013. Increasing the diversity of country of origin of our incoming students remains a high priority, and the campus is exploring how to optimize its investments towards this end. Additionally, the VP-UE has recently overseen substantial investments in funding specialized academic advisors with expertise in international student issues to serve at the nexus between the colleges and the SISS office and to expedite a coordinated entry for these students into their academic homes. Investments are also being made as needed to support staff who provide technical services for international students (e.g., immigration advice). Additionally, major investments have been made this summer in developing a series of new programs providing more integrated approaches to ESL programs supporting international student needs in writing, speaking and listening, and in increasing the capacity and breadth of summer orientation programs for incoming international students. These efforts represent only the beginning of our plans for academically supporting increasing number of international undergraduates.

Another critical area will be increasing the engagement of all campus constituencies with our international students, including faculty, staff and particularly our domestic students. The true value of internationalizing the campus will not be realized unless substantial and meaningful interactions are developed between domestic and international students, and the experience of the international students depends on the quality of their interactions with the campus community. A number of efforts in alignment with the committees' recommendations are proceeding, including the development of an "international center" that will become a physical space facilitating interactions between international students and other groups on campus. Equally important will be the development of programs utilizing this center and other opportunities on campus to create meaningful opportunities for engagement. One good example of a way to address this issue is the "PAL program" (<http://linguistics.ucdavis.edu/esl-instruction/palprogram>). The PGSW will continue to develop and facilitate implementation of activities that will further this goal, in consultation with other groups in the campus community as appropriate.

International graduate students. I am supportive of efforts to increase the number of international graduate students, as part of ongoing campus efforts to increase the number of all graduate students on campus as part of the 2020 initiative. The committee suggested many useful strategies for assisting in growing the international graduate student population, and I am in general agreement with their recommendations. Efforts have already begun to reduce the disincentive at the unit level driven by non-resident tuition (NRT). The proposed budget model will return to units the majority of revenue from this source. Thus, units will be able to use this revenue, if desired, to defray the costs of supplemental tuition, thus reducing barriers. In addition, I have approved new funds to provide post-candidacy fellowships to address a concern from faculty and students about the negative impact of the expiration of NRT waivers three-years after filing for candidacy. A complete cessation of non-resident tuition is not possible at this time, due to a lack of an identifiable source of revenue to replace current programs supported by these funds. However, I have reasonable expectations that growth in international student enrollment can be achieved as a result of these measures.

The suggestions from the committee regarding enhanced recruiting of international graduate students are welcome, and some of the efforts we are already supporting to enhance undergraduate recruitment should leverage these efforts. The Director of Admissions and the VP-Graduate Education/Dean-Graduate Studies will work together with the VP-UOIP to optimize this coordination of efforts, and work to ensure that investments are fully leveraged insofar as possible.

Faculty role. I am committed to working with the Academic Senate in addressing the development of appropriate language in the APM to honor and reward actions in support of internationalization in the merit and promotion process, as recommended by the committee. I do have some reservations about the effectiveness of the language suggested, in that “international recognition,” which is the basis for the committee’s recommendations, does not in itself imply a contribution to internationalization. For example, a truly stellar research contribution might certainly attract international recognition, and benefit the campus reputation, without any involvement of international collaborators or students. While enhancing the campus reputation both domestically and abroad, it does not actually address internationalization. I look forward to working with the Senate in developing language that addresses the goals that the committee is seeking to attain.

I agree with the committee that the technical issue of capturing international engagement by the faculty through revisions to the UPAY 573 forms should be addressed forthwith, and I will ask the VP-AA to pursue this end, and to explore in conjunction with the VP-UOIP other ways in which faculty international activity can be captured, recorded and quantified.

Integration of campus efforts. I agree with the committee that in this era of limited campus resources, it is essential that we achieve the maximum possible outcome from each investment, and that this will require a much higher level of integration between different campus constituencies than in the past.

The creation and possible future evolution of the PGSW is one facet of my plan for increasing coordination between different campus administrative units. During its initial year of operation, I will ask this working group to meet regularly and to focus on the issues raised in the committee’s report and other issues affecting internationalization from a campus perspective. I will ask this group to seek every opportunity to reach across unit boundaries, and to consider every problem from a global rather than unit-based perspective, in order to minimize duplication of efforts and maximize efficiency of investments and operations. In later years, the group will meet as needed to ensure continued cross-campus collaboration in our international activities.

A second facet of my plan is to refocus the efforts of the Office of University Outreach and International Programs more specifically on issues related to the internationalization of the campus, in recognition of the rapidly expanding nature of this campus priority. Reflecting this new focus, as of July 1, 2014, the name of the unit will become the Office of International Education and Engagement. The Office of IEE, as it will be styled, will work on a host of issues central to different elements of our global initiatives and aspirations. These efforts remain critical as our engagement in international networks of scholarship, research, and “student mobility” grows deeper. I will be working closely with VP Lacy over the coming year as we prepare for this transition to further refine the focus of the office so as to maximize its contributions to the internationalization of the campus.

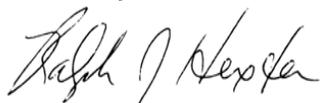
It is important that units across campus work effectively together to support our international aspirations. For example, we have developed a significant and growing population of international alumni, whose numbers will swell rapidly in the years ahead, as will the number of UC Davis parents abroad. Our VC-Development and Alumni Relations Shaun Keister now oversees alumni and parent relations as well as fundraising, and he is taking important steps in reaching out internationally, expanding on existing foundations and networks that have been built over many years, to link our friends to the campus and open new opportunities for support across the

university. Likewise, the Office of Research and the Campus Counsel are increasingly called on to support negotiations involving the research and technology transfer activities of the faculty with international partners.

To support all of our efforts, VP-UOIP Lacy and I are proposing to the chancellor that over the coming two-to-three years we establish up to four “Global Centers” in key international regions where we are most keen to build on and expand our capacities. These centers will enhance the global presence and reputation of UC Davis, and assist in recruitment of undergraduate and graduate students, coordinate international visits by university faculty, staff and students, and facilitate development and alumni engagement efforts. Likely the first centers will involve offices in Asia, Europe and South America; if these are successful more may be contemplated in the future. Further input from faculty and the Global Strategies Workgroup will be sought as we further refine the plans for the Global Centers. Indeed, I plan shortly to charge a separate task force to consider the advisability of such a strategy within the larger context of our global engagement strategies.

In conclusion, I wish to again thank you, the members of the International Advisory Committee, for your efforts and many helpful recommendations. As lengthy as this response is already, it does not speak to all matters touched on by the Advisory Committee in its rich report, which we will continue to draw on over the coming years. I join the campus in celebrating with you the many significant accomplishments we have made in past years that have contributed to internationalization, and I look forward to working with all of you in the future as we move forward in implementing our shared vision.

Sincerely,



Ralph J. Hexter
Provost and Executive Vice Chancellor

c: Chancellor Katehi
Vice Provost Lacy
Assistant Executive Vice Chancellor Mohr