

# Towards a Strategic Plan for Internationalism 2008

## **Encyclopedic Snapshot of Campus Initiatives and Goals**

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# **I. What we have done so far**

## **(January – October 2008)**

- Listening sessions with representatives from 57 units on campus
- Research, benchmarking, seminars
- Initial list of concerns
- Initial list of suggestions

## **“Listening Sessions” with Stakeholders (January – October 2008)\***

- A. College Deans: Individual and small meetings
  - 1. Arts & Letters :
    - a. Dean’s Office: Roche, McGreevy, Seidenspinner-Nunez, Reydams-Schils, Myers
    - b. Associate Dean for Undergraduate Studies Office: Greene, Nemecek, Preacher, Stanfiel, Toumayan
  - 2. Mendoza College of Business: Woo, Nichols, Gaglio
  - 3. Science : Crawford, Buechler, Cannon
  - 4. Engineering: Kilpatrick
  - 5. Law School: O’Hara (with Faculty Focus Group)
  - 6. Architecture: Lykoudis, Stamper
  - 7. Graduate School: Holland, Sterling
- B. Institutes and Centers: Group and individual meetings
  - 1. Nanovic Institute for European Studies: McAdams
  - 2. Kellogg Institute for International Studies: Beatty
  - 3. Kroc Institute for International Peace Studies: Johansen
  - 4. Keough-Naughton Institute for Irish Studies: Fox
  - 5. Medieval Institute: T. Noble
  - 6. Center for Asian Studies: Blum
  - 7. Kaneb Center for Teaching and Learning: Hahn

\*See complete list of names in Appendix, p. 28

## **“Listening Sessions” with Stakeholders (January – October 2008), cont.**

### C. Key Campus Units

1. Asian Initiatives (Provost Office): J. Noble
2. ISSA: Heet
3. OIS: Kselman, Meehan, Opel, Weber
4. Foreign language department chairs: Fox (IRLL), Gasperetti (GRLL), Ibsen (ROLL), Mazurek (CLAS), Murray (EALC)
5. Career Center: Edinborough, Rees, Svete
6. Center for Social Concerns: Lies, Cahill-Kelly, McDowell, Morgan
7. Ph.D. in Literature: Buttigieg
11. Africana Studies: Pierce
12. Arabic: Afsaruddin
13. Center for Global Health and Infectious Disease: Collins
14. Financial Aid: Russo
15. Alumni Association : Swanagan
16. Development: Nanni, Morrissey
17. GLOBES project: Lodge
18. Nanotechnology: Porod
19. African Studies Task Force: Sullivan (pending)
20. Ford Family Program in Human Development Studies and Solidarity: B. Dowd
21. MCOB Cont. Educ.: T. Dowd

## **“Listening Sessions” with Stakeholders (January – October 2008), cont.**

19. Office of Strategic Planning: Hoffmann-Harding
  20. Admissions: Saracino, Medina
  21. Fine & Performing Arts
    - a. FTT: Crafton, Juan
    - b. AHAD: Dibble, Doordan, Barber
  22. Publicity, web support: Woodward
  23. Software support: Nichols info on “Digital Measures” software, Berhard (pending)
  24. UCIS (University Committee on International Studies): group discussion at spring meeting: Bigi, Blum, Crant, Easley, Grimstad, Hu, Jacobs, Juan, Kselman, Sen; students Gularte, Langley
  25. Polish Studies proponents: Mazurek, Kunicki
- D. Faculty Focus Groups:
- a. Arts and Letters: Fast (SOC), Gillespie (GRLL), Kunicki (HIS), Lende (ANTHRO), McGreevy (HIS/Dean)
  - b. Business: Crant (MGMT), Murphy (MKTG)
  - c. Engineering and Science: Hu (MATH), Hu (COMPSCI), Lappin (CHEM), Pieronek (Dean), Sen (AME), Wayne (PHYS)
  - d. Law: Carozza, Cassel, Fick, Gurule, O’Connell, O’Hara, Smithburn

## Research Undertaken: General

- **Seminars attended**

- NAFSA Symposium on Leadership. “Excavating the Layers of Institutional Culture: A Key to Internationalization”

Speakers: David Maxwell (President, Drake U; Rich McGourty (Management Consultant, Chicago); Diana Carlin (Former Dean of Int’l Programs, UKansas); Jane Edwards (Assoc. Dean for Int’l Affairs, Yale U); David Larsen (VP, Arcadia U)

- NAFSA session on University Presidents’ Perspectives on Campus Internationalization  
Speakers: Lois DeFleur (SUNY, Binghamton); Steven Schwarz (Macquarie U); Luc Vinet (U Montreal)

- **Research sources (select bibliography)**

- Cowen, “This Global Show Must Go On” (2008)
- Douglas (The Advisory Board), “ Structuring the High-Performance International Education Office” (2007)
- Horn, Hendel, Fry, “Ranking the International Dimension of Top Research Universities in the US” (2007)
- Levin, Koch Lorimer, “The Internationalization of Yale: 2005-2008, The Emerging Framework” (2005)

- **Telephone discussions**

- with Gilbert Merkx, Vice Provost for International Affairs, Duke U (6/23/08)

## Research Undertaken: Metrics

- **Compilation and creation of “ND Audit of Student International Outcomes”** (finalized 8/08; available upon request)
  - International student enrollments
    - Undergraduate & Graduate, per college, with country of origin
  - Study abroad enrollments
  - International Service Learning (enrollments, locations)
  - Graduate exchange programs (PHIL, ROLL, HPS)
  - Internal research grants for international travel, research
    - Undergraduate; Graduate
  - Post-baccalaureate Fellowships received by ND students, with international focus
    - Fulbright, Rhodes, Marshall, DAAD, Max Planck Institute, etc.
    - Undergraduate; Graduate; Post-Graduate
  - Int’l internships (A&L, Law, MCOB)
  - Grad School placements of returnees from study abroad
  - International graduate student placements (industry, academe)

## Research Undertaken: Metrics

- **Benchmarking with Peer Institutions** (finalized 8/08; available upon request)
  1. **Universities included:**
    - Boston C, Brown , U of Chicago, Columbia , Cornell, Dartmouth, Duke, Emory, Northwestern, Princeton, Stanford, U of Michigan, U of Pennsylvania, Washington U, Yale
  3. **Student-related data**
    - a. Enrollments: Undergraduate, Graduate
    - b. International enrollments: Undergraduate, Graduate
    - c. Funding available for international students
    - d. Study Abroad enrollment
    - e. International internship funding
  5. **Faculty data**
    - a. T & R faculty (excluding Medicine)
    - b. Endowed chairs in relevant fields
    - c. Roster of faculty members involved in international collaboration and/or research
  7. **Administrative information**
    - a. Centralized or Decentralized International Relations/Education Office
      - 4a1. Number of staff members
      - 4a2. Functions of staff members
    - b. Satellite campuses abroad
    - c. Measures to enhance communication across campus
    - d. Web presence of internationalism
  5. **Curricular information**
    - a. Interdisciplinary international curricular models (e.g. Int'l microfinance; Global health admin.)
    - b. Languages taught

## II. Discoveries

### A. Serendipitous Convergences

Faculty involved, interested in the international scene. Some serendipitous discoveries reveal convergences already

1. We are involved w/Pazmany U, Budapest in three ways already! Nanotech, Nanovic, ROLL via Rennes
2. Tsinghua, China: ENGR, SCI have faculty contacts, collaborators. But unaware of univ. hopes of partnership. Possible triangulation, via OIS/ENGR for graduate recruiting, undergrad advanced lang. study?
3. London, recent MCOB conference, but where was tie-in to Suffolk Street?
4. ARCH: creating program at Nanjing U; seeks partners among faculty of CHEM, PHYS, other, re: environmentalism, preservation, sustainability
5. SCI, ENGR: faculty collaborate w/prestigious labs in Switzerland (CERN), Sweden. Seek to create niche programs w/potential for students to join laboratory research. English is language of laboratories. OIS seeks to create more high-level research opportunities, niche programming. Will work together in 08-09.
6. MCOB: faculty seek niche program w/int'l internships in Asia or India. OIS seeks to create more niche programming. Will work together in 08-09.

## II. Discoveries

### B. Connections Missing

Lack of visibility of university initiatives, poor communication across colleges, make them unable to help each other.

Echoes of frustration

1. Global Health, GLOBES: How to connect with Ford Family program in Uganda for graduate research, sustained over time, and ensure that SCI undergraduates & A&L see interconnections possible in research there?
2. LAW: What is going on re: International Business? Seek connections with MCOB. How to energize the London Law program and maximize its potential for a.) student and faculty recruiting; b.) on-campus programming; c.) externships
3. MCOB: How to expand on-site infrastructure for microventuring in developing countries? How to bring more int'l visitors here?
4. A&L: How to build on success with high-level language learning? Enrollments booming in Arabic, Chinese. Need more instructors. How to build & retain faculty in Africana studies? Is Polish a niche language for ND?
5. ENGR, SCI: How to recruit graduate students abroad, ensure better yield on recruiting efforts? How to ensure research projects, grad student support in intervals between grant funding? How to bring more foreign visitors to campus for collaboration? (NSF prohibits paying for int'l researchers, so ND needs to provide)
6. ALL COLLEGES: How to enroll more int'l undergraduates at ND, thus ensuring a more dynamic, vibrant intellectual life on our campus?

## II. Discoveries

### B. Connections Missing, cont.

7. ALUM ASSOC.: Some alums are already helping with international internships, esp. in Asia. Other alums would like to help. How to connect?
8. FTT: Film festivals should link up with international partners. How to coordinate?
9. OIS: Campus Ministries provides great support, but narrowly focused on Western Europe (Ireland, England, Italy). How to allow broader access in more programs?
10. DEV: ND lags behind peers, yet there is much potential for finding donors for international programs, given attractive nature of international studies, impact on global economy, Catholic mission. How to develop, prioritize?
11. GRAD: Lack of health insurance, dependant & spouse coverage: major impediment for graduate recruiting. Shouldn't this be part of Catholic mission?
12. Multiple voices: Need structure to maintain communication, coordination, promotion, maximize resources to allow each to flourish
13. "MFA is the new MBA": rising popularity of MFA training for corporate execs in need of creative thinking. ND has special niche; how to market and promote abroad?
14. AHAD: Studio artists need exposure to international currents: how to bring more visiting artists to campus for semester-long interaction with faculty and students? Art historians need access to collections, original artworks. How to support visits of artists and art historians to galleries, museums, studios abroad?
15. Asia studies infrastructure inadequate. Opportunity to partner with Kellogg?
16. ALL: Challenges of Catholic Church are international. How can ND grads provide needed leadership in mission?

## II. Discoveries

### C. Research Impact, Rankings Problematic

Faculty are working hard, but ND ranking is low, world-wide.

#### 1. *Times Higher Education Supplement* World's Top 200 Universities (2007)

ND=155

Rankings of peers: Yale=2; UChicago=7; Columbia=11; Duke=13;  
UPenn=14; Stanford=19; Cornell=20; Northwestern=29; Brown=32;  
UMich=38; Dartmouth=71; Emory=74; Vanderbilt=82

Rankings of int'l partners: Cambridge=2; Oxford=2; CUHK=38;  
Tsinghua=40; Trinity Dublin=53; Katholieke U Leuven=61; UWA  
Perth=64; Nagoya=112; UBologna=173; UCDublin=177

#### 2. Select lists within *Times Higher Education Supplement*

ND not included in Top 50 Universities for Arts & Humanities, Social Sciences, or Natural Sciences.

Duke=25 for Soc. Sci; 20 for Art & Hum; Brown=31 for Art & Hum

#### 3. What might help?

Increased enrollments of international undergraduates, graduate students; More long-term or short-term faculty exchanges; long-term visits of foreign instructors to campus; Recognition and rewards for internationally-placed research

# III. Summary:

## Strengths and Needs

- Strengths:

For the past 20 years, Notre Dame has steadily been investing in the growth of:

- Study abroad programs
- Institutes
- Ad hoc initiatives in departments, collaborations among scholars
- Service learning
- Faculty lecturing, conferences abroad
- Some synergies (Kellogg & Ford Family initiative = Dev Studies in Africa; EALC & MCOB = 5yr MSA program pd by Ernst & Young)

- Needs:

ND administrative structure is de-centralized, resulting in:

- Perception of uneven resource allocation
- Uneven curricular coverage. A&L: strong on Latin America, growing strength in Europe; weak on Africa, Asia, India. LAW: weak on Int'l Trade Law.
- Underutilized institutional relationships, infrastructure and knowledge sharing

- Conclusions:

- The time has come to improve communication, consolidate and leverage greater impact from our existing strengths & resources.
- Future growth should focus on achieving strategic goals.

# IV. Some Suggestions

1. Recognize institutional value of int'l research and improve visibility of ND research, collaborations abroad
2. Improve international content of curriculum via faculty visitors, new lines, faculty exchanges
3. Improve opportunities for genuine student research & outreach abroad
  - Undergraduate, Graduate: different goals
4. Enroll more international students
  - Undergraduate, Graduate: Different goals, strategies, resources needed
5. Enlist the Office of Development to help fund initiatives with proven donor appeal
6. Improve availability of metrics for student outcomes
7. Create support in OIS/Office of Asst Provost to focus on sustaining communication, collection of information, coordination among stakeholders

# Suggestion 1.

## Recognize and improve research impact abroad

- A. Recognize, reward int'l scholarship
  - Metrics to discern “international renown” need to be created by dept CAPs, respected by PAC
- B. Faculty need more mobility, incentives to develop partnerships abroad
  1. Supply funds & administrative support to launch annual competition for faculty experts to come to ND for research collaboration: SCI, ENGR, LAW, MCOB
  2. Provide additional funds to ISLA for faculty to attend int'l conferences: A&L
  3. Develop more opportunities for faculty to teach abroad, as guests of host institutions. Support Fulbright applications of faculty to work at partners abroad.
- C. Overseas facilities: need infrastructure, funds, publicity to maintain ongoing conference programming at ND's facilities in Dublin, Jerusalem, London, and Rome (ARCH)

## Suggestion 1a.

### Improve visibility of research & collaborations abroad

#### Create & maintain “Global ND” Website

- A. Format: World map with Holistic vision of ND abroad  
Google-map with text boxes that emerge upon contact with relevant site of ND activity
- B. Four Rubrics, embedded links
  - 1. Faculty Research Link  
Faculty Roster: searchable by country, discipline, or name  
= List of all faculty members who have:
    - 1a. Published recently on or in country
    - 1b. Collaborated with scholar(s) in country
    - 1c. Presented relevant lecture in country
    - 1d. Received honorary degrees
    - 1e. Been elected to elite organizations abroad
  - = updated yearly with input from Faculty Annual Activity Reports, transmitted from deans offices (sortable via “Digital Measures” software). Includes last 3 yrs only.
  - 2. Prospective Students Link  
Calendar of recruiting visits of Admissions officers, Graduate recruiting teams to the country
  - 3. Undergraduate Link  
Sites of study abroad programs  
Sites of regular research, internship opportunities
  - 4. Graduate Link  
Alumni Clubs  
List of departments that currently enroll students from the country

## Suggestion 2.

# Improve international content of curriculum

### A. Faculty visitors

1. Use existing OIS partnerships to build more opportunities for faculty exchange with select institutions.

Model exists: Short-mid-term lectureships in UIBK & Medical School, Innsbruck; U of Bologna

Create similar structure with other partners:

- Chinese U of Hong Kong

- PUC-Santiago

- Sciences-Po

- Trinity College Dublin

- Tsinghua

- U Western Australia

- American U, Cairo

- LaSapienza, Rome

- U Rennes 2

- Frei U, Amsterdam

- U Mainz

- U of Oxford

- Cambridge U

- Frei U, Berlin

2. MCOB, LAW: Seek new funds for **4** long-term visiting faculty (one-semester to two years) per year, to add value in key fields

3. SCI, ENGR: Seek new funds for **5** visitors, 3-6 weeks, to labs, lectures, collaborative research

4. A&L: Seek to consolidate and increase publicity of existing resources for visiting professorships, ie Kroc (Africa, Middle East); Kellogg (South America); Nanovic (Europe)

5. A&L: Fulbright visitors: Need departmental leadership & administrative support (housing, logistical infrastructure, visa, immigration) to secure Fulbright funds & host regular stream of Fulbright scholars to campus from Africa, Middle East, Asia to provide variety of disciplinary content, including lesser-taught languages. Build on univ. contacts in Uganda, Chile, China, Egypt.

6. Create post-doctoral positions in niche areas

## **Suggestion 2. Improve international content of curriculum, cont.**

### B. New faculty lines

1. A&L seeks to grow strengths via endowed chairs in: Arabic (2), Africana studies (3), Spanish/Latin-American studies (2), Chinese (1), Polish (1), Ancient Greek (1)
2. LAW seeks faculty hire in Int'l Business or Trade Law (2)

### C. Create Honors International Program

Like “DukeEngage”: Honors track with requirements: a) advanced language study, b) study abroad; c) service learning or outreach; d) senior thesis. Offer funding for international research at time of admission.

### D. Create Language Floors or clusters in residence halls

### E. Support development of interdisciplinary curriculum in:

- a. Africana diaspora studies (HIS, AMST, ART, MUS, LIT, POLSCI, LAW, ROLL)
- b. Interfaith dialogue, world religions (THEO, KROC, CLAS)
- c. Global Health (BIO, CHEM, MCOB, THEO, AFRI)
- d. Asian Studies (THEO, LAW, MCOB, EALC)
- e. European Studies
  - Need major, w/advanced language requirement.
  - Develop Polish Studies: niche for ND alums, proven student interest
  - Need more interaction between Nanovic & Graduate School

### F. Support relevant Library resources to accompany these programs

## Suggestion 3.

# Improve opportunities for genuine student research & outreach abroad

- A. Create sustainable structure for Faculty-led Summer Seminars for Graduate Students (like OIS IES seminars) in variety of disciplines
- B. A&L: Create Summer Language Grants for Graduate Students
- C. Support Collaboration between CSC & OIS
  - develop academic-year service learning projects integrated with OIS programs worldwide
  - partner to sponsor IES summer-led seminar w/service component
- D. Create more graduate student exchanges: create summer or one-year exchange in ENGR or SCI with Tsinghua
- E. SCI, ENGR: Create funds for research projects (travel & living support) in order for graduate students to research abroad on sustained basis, over three years. Funds to cover gaps in external grants.
- F. LAW: Seeks funds for Law students to have summer or post-graduate internships in public international law
- G. Global Health:
  - Undergraduate: Two challenges: 1) How to train undergraduates to undertake genuine research in developing world, and see connections between ECON, SOC, BIO & service learning? Undergrads need good programs and absorption into research laboratories. 2) Must sustain research contact, avoid “global health tourism.” One or two months: inadequate. Idea: Create partnership with a university in Sub-Saharan Africa (Uganda Martyrs?)
  - Graduate: Need six weeks minimum, sustained over three summers, of on-site research in developing world.

# **Suggestion 4a.**

## **Internationalize the student body:**

### **Undergraduates**

Increase International Undergraduate Enrollments

#### A. Justification

1. Diverse backgrounds, linguistic mastery enrich campus background, classes, residence halls
2. International students increase name recognition, “brand” identity in home country (& impact int’l rankings)
3. Peer institutions metrics: Harvard=12%; Yale, Duke = 9%  
ND=3-4%

#### B. Goal: Increase yield, “Need Blind” funding to allow for 7% int’l undergrad population by 2013

1. Follow “Aggressive” plan proposed by R. Medina
2. Ensure adequate budget for recruiting: \$30,000/yr
3. Seek DEV initiatives for international undergrad scholarships

#### C. Other ideas

1. Summer pre-college program at ND campus  
Attractive to Asian, So. American families
2. Pursue recruiting in Africa & developing world
  - a. Build on Ford Family Program contacts in Uganda, identifiable feeder schools
  - b. Build on colleagues, former students of SCI faculty in Africa (Collins)
3. Student exchanges may be grown, as practice at peer institutions (Duke has 100+ exchanges)

## **Suggestion 4b. Internationalize the student body: Graduate Students**

### **A. Increase International Graduate Student Enrollments**

#### **1. Justification**

a. Int'l GS attractive to A&L, ARCH for linguistic skills, diversity of viewpoint, preparation; for SCI, ENGR for technical expertise, lab skills

b. Name recognition, prestige of ND follows graduates in home countries (rankings)

#### **2. Goal: Make incremental increases in enrollments**

a. KROC, SCI & ENGR: Top priority (in some fields of ENGR, 80-90% intl students)

- Need admin. support to organize faculty & GS delegations for SCI, ENGR to travel abroad (China, India, Latin America)

- Need funds for weekend recruiting visits to campus w/domestic students

- Need funds to allocate on competitive basis for recruiting trips. Faculty prefer a centralized, neutral office to administer this kind of venture

- Opportunity to leverage existing relationships abroad at Trinity College, CUHK, Tsinghua, PUC-Santiago, Martyrs Univ. in Uganda, AUC in Egypt

b. A&L, ARCH: Use London Centre as site for recruiting events

- Need to ensure visibility, success of existing structures

ROFR: Rennes exchange; ROIT: pipeline from La Sapienza; ROIR: Fulbright program bringing Irish teachers. Other exchanges: PHIL, HPS

- Need to support new initiatives on behalf of ROSP, POLSCI, ENG, HIS, THEO

c. SCI: Africa: enormous need to train local people to get involved in fighting disease, learning about environment. Need grad fellowships for non-US citizens. (NIH, NSF training grants only cover US citizens).

- 3 years of support; 1 year TA-ship; in any field of SCI (Competitive)

## **Suggestion 5.**

### **Create Ongoing Focus on Int'l in Development**

- A. Internationalism is extremely attractive to donors: How to pursue advantageously for ND?
- B. Success stories from peers
  - 1. McConnell International Scholars Academy, Washington U (\$10M; domestic donor & corporate sponsorship)  
Created partnership among 25 universities (Asia, SoEast Asia, Middle East, Turkey): one student from each univ. attends WU for 4 years, full scholarship  
President holds summits, int'l symposia, invites all partners to St Louis
  - 2. Duke Engage (\$30M)  
Students receive research funding at admissions. Similar to Int'l Honors proposal
- C. Ideas from DEV
  - 1. Endowment for OIS, for scholarships or improvements to individual programs, or summer funding should be sought
  - 2. Domestic or int'l donor might underwrite financial aid for undergraduates from target country (ie Africa, Asia, Poland, developing world) for one-year of college education
    - a. ND imprimatur, English-language immersion
    - b. One-year (less disruptive for traditional families)
- D. Leadership necessary  
DEV needs infrastructure, ongoing leadership from Provost's Office and individual college Deans to maintain focus on Internationalism

## Suggestion 6.

### Create and maintain metrics for student outcomes

Create structure to gather and publicize annual “ND Audit of Student International Outcomes”

- International student enrollments
  - Undergraduate & Graduate, per college, with country of origin
- Study abroad enrollments
- International Service Learning (enrollments, locations)
- Graduate exchange programs (PHIL, ROLL, HPS)
- Internal research grants for international travel, research
  - Undergraduate; Graduate
- Post-baccalaureate Fellowships received by ND students, with international focus
  - Fulbright, Rhodes, Marshall, DAAD, Max Planck Institute, etc.
  - Undergraduate; Graduate; Post-Graduate
- Int’l internships (A&L, Law, MCOB)
- Grad School placements of returnees from study abroad
- International graduate student placements (industry, academe)

## **Suggestion 7.**

### **Create Branch of OIS/Asst Provost Office focused on coordination, communication**

Centralized Unit could address several concerns

#### 1. Inventory of Research Funding

Faculty suggested that the University should create a centralized inventory showing what funds are available for international exchanges, travel, and what resources, agreements with int'l partners, dept exchanges, protocols for receiving visitors currently exist.

#### 2. Equity in allocation of resources

For recruiting, graduate exchange, faculty exchange it would be preferable to have a neutral, centralized unit than college-specific structure

#### 3. For health and safety of students

Students traveling independently abroad should receive unified orientation program that complies with university and industry norms

#### 4. Maintenance & publicity of “Global ND” website & “ND Audit of Student International Outcomes”

#### 5. Implementation of Strategic Plan; ongoing communication with stakeholders

# **V. Appendix**

# Sites of Notre Dame OIS Study Abroad Programs



Shanghai, China

- |                 |                      |                   |                  |                           |                        |
|-----------------|----------------------|-------------------|------------------|---------------------------|------------------------|
| Angers, France  | Cairo, Egypt         | Jerusalem         | Nagoya, Japan    | Rio de Janiero, Brazil    | St. Petersburg, Russia |
| Athens, Greece  | Cambridge, England   | Kampala, Uganda   | Oxford, England  | Rome, Italy               | Tokyo, Japan           |
| Beijing, China  | Dublin, Ireland      | Leuven, Belgium   | Paris, France    | Santiago, Chile           | Toledo, Spain          |
| Berlin, Germany | Fremantle, Australia | London, England   | Perth, Australia | São Paulo, Brazil         | Vladimir, Russia       |
| Bologna, Italy  | Hong Kong, China     | Monterrey, Mexico | Puebla, Mexico   | Salvador da Bahia, Brazil | Washington, DC, USA    |
|                 | Innsbruck, Austria   | Moscow, Russia    |                  |                           |                        |

## Ad hoc Committee on Strategic Plan for Internationalism

Asma, Afsaruddin Kroc Institute  
 Barber, Charlie Arts rep  
 Beatty, Ted Kellogg Institute  
 Bernhard, Robert Office of Research, Aerospace & Mech. Engr.  
 Bigi, Ikaros SCI & ENGR faculty focus group  
 Blum, Susan Center for Asian Studies rep  
 Bowyer, Kevin SCI & ENGR faculty focus group  
 Buechler, Steve SCI Dean's Office  
 Buttigieg, Joe PhD in Lit  
 Cachey, Ted Lang. Dept. Chairs rep  
 Cahill-Kelly, Anne CSC  
 Cannon, Kathleen SCI Dean's Office  
 Carozza, Paolo LAW faculty focus group  
 Cassel, Doug LAW faculty focus group  
 Collins, Frank Global Health & Infectious Disease  
 Crafton, Don Arts rep  
 Crant, Mike MCOB faculty focus group  
 Crawford, Greg SCI Dean  
 DellaRossa, Denise A&L faculty focus group  
 Dibble, Jean Arts rep  
 Doordan, Dennis Arts rep  
 Dowd, Bob Ford Family Prog.in Human Dev. Studies & Solidarity  
 Dowd, Tom MCOB Continuing Educ.  
 Easley, Rob UCIS rep  
 Edinborough, Lori Career Center  
 Etzel, Mike MCOB faculty focus group  
 Fast, Larissa A&L faculty focus group  
 Federer, Jeff GLOBES  
 Fick, Barbara LAW faculty focus group  
 Fox, Chris Lang. Dept. Chairs rep, Keough-Naughton Inst.  
 Frecka, Tom MCOB faculty focus group  
 Gaglio, Sam MCOB Dean's Office  
 Gasperetti, David Lang. Dept. Chairs rep  
 Gekhtmann, Misha SCI & ENGR faculty focus group  
 Greene, Stuart Assoc. Dean, A & L  
 Gillespie, Alyssa A&L faculty focus group  
 Grimstad, Paul Assoc. Dean, Biological Sciences  
 Gultinan, Joe MCOB faculty focus group  
 Gularte, Louis Student Rep., U. Comm. on Int'l. Studies  
 Gurule, Jimmy LAW faculty focus group  
 Hahn, Alex Kaneb Center  
 Heet, Bethany ISSA  
 Hoffmann-Harding Erin, Office of Strategic Planning  
 Holland, Peter Graduate School, Arts  
 Hu, Bei SCI & ENGR faculty focus group  
 Hu, Sharon SCI & ENGR faculty focus group  
 Ibsen, Kristine Lang. Dept. Chairs rep  
 Jacobs, Dennis Vice Pres. & Assoc. Provost (UCIS)  
 Johansen, Bob Kroc Institute  
 Juan, Anton Arts rep  
 Kilpatrick, Peter ENGR Dean

Kselman, Claudia OIS  
 Kunicki, Mikolaj A&L faculty focus group  
 Karen Langley, Student Rep, U. Committee on Int'l. Studies  
 Lappin, Graham SCI & ENGR faculty focus group  
 Lende, Daniel A&L faculty focus group  
 Lies, William CSC  
 Lodge, David GLOBES  
 Lykoudis, Michael ARCH Dean  
 Mazurek, Liz Lang. Dept. Chairs rep  
 Mazurek, Tadeusz Polish studies proponent  
 McAdams, Jim Nanovic Institute  
 McDowel, Roseanne CSC  
 McGreevy, John A&L Dean  
 Medina, Ruben Admissions  
 Meehan, Ger OIS  
 Miller, Jeff MCOB faculty focus group  
 Moevs, Christian A&L faculty focus group  
 Morrissey, Dave Development  
 Murphy, Pat MCOB faculty focus group  
 Murray, Dian Lang. Dept. Chairs rep  
 Myers, Dan A&L Dean's Office  
 Nanni, Lou Development  
 Nemecek, Jennifer A & L Undergrad Studies deans rep  
 Nichols, Bill MCOB Dean's Office  
 Noble, Jonathan Asia Initiatives  
 Noble, Tom Medieval Institute  
 O'Connell, Mary Ellen LAW faculty focus group  
 O'Hara, Patricia LAW Dean  
 Opel, Kathleen OIS  
 Pierce, Richard Africana Studies  
 Pieronek, Cathy ENGR Dean's Office  
 Porod, Wolfgang Nanotechnology/ ENGR  
 Preacher, Ava A & L Undergrad Studies deans rep  
 Rees, Anita Career Center  
 Reydams-Schils, Gretchen A&L Dean's Office rep  
 Roche, Mark Deans Office  
 Russo, Joseph Financial Aid  
 Saracino, Dan Admissions  
 Seidenspinner-Nunez, Dayle A&L Dean's Office rep  
 Sen, Mihir SCI & ENGR faculty focus group  
 Smithburn, John LAW faculty focus group  
 Snider, Greg SCI & ENGR faculty focus group  
 Stamper, John ARCH Dean's Office  
 Stanfiel, Joe Deans office rep  
 Sterling, Greg Graduate School Dean  
 Sullivan, Lawrence African Studies Task Force  
 Svete, Lee Career Center  
 Swanagan, Andrea Alumni Assoc.  
 Tomas-Morgan, Rachel Center for Social Concerns  
 Toumayan, Vicki A&L Undergrad Studies deans rep  
 Wayne, Mitch SCI & ENGR faculty focus group  
 Weber, Peggy OIS  
 Woo, Carolyn MCOB Dean  
 Woodward, Todd Publicity & Web development

# Justifications: Why now?

- Market-driven answer:
  - Because today's students in all fields must be able to function in diverse local, national, and global communities, in a world where geopolitical boundaries have become irrelevant to human activities.
  - Because neglect of synergy and outreach results in missed opportunities, underachievement, poor rankings
- Mission-driven answer:
  - Because our faculty members, undergraduates and graduate students increasingly seek to meet the challenge as partners in research and service.

A plan for change  
grounded in mission,  
and pulled by vision

- The vision
  - To make Notre Dame the pre-eminent Catholic research university *for* the world