



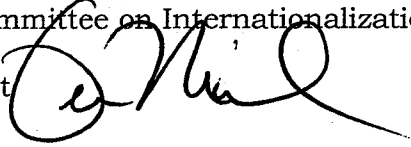
THE COLLEGE OF WILLIAM AND MARY IN VIRGINIA

OFFICE OF THE PRESIDENT

P.O. Box 8795

WILLIAMSBURG, VIRGINIA 23187-8795

757/221-1693; Fax 757/221-1259

TO: Presidential Advisory Committee on Internationalization
FROM: Gene R. Nichol, President 
DATE: October 19, 2007
SUBJECT: Presidential Advisory Committee on Internationalization
CC: P. Geoffrey Feiss, Provost

We speak often—with faculty and staff colleagues, with undergraduate and grad students, with alumni and parents all over the country—of the College's powerful international work and its place in our calling to be a great university. Almost all of them understand, as do we, that our students make their way in a world where isolation is seldom desired and almost never possible. As I hear often—from graduates 50 years out, and five—it's a world more complex than the one they faced. And one ready to repay the most robust global program we can muster.

I'm grateful that you and your colleagues will take up the important questions of what that should mean for our College. You have a strong foundation on which to build; in addition to the good current efforts at Reves and across the campus, there have been any number of sustained considerations of our global reach. There was "Preparing for the New Century," the 1993 report that preceded the Tercentennial Campaign; "Into the Fourth Century," the strategic plan for the College produced in 1994; and "Decision 2010," which made the way for our most recent, highly successful campaign. Each of these documents set goals and aspirations for the College in the international arena.

Nearly a decade later, it is time to take stock of what we have accomplished and ask what remains to be done. This will be an important part of the work I ask you to begin. I have asked Provost Geoff Feiss to work closely with Laurie Koloski to prepare some background materials and provide some guidelines that can frame your discussions.

In addition to this effort, I hope your discussions of future opportunities will be wide ranging. What does it mean for the College of William and Mary to be globally engaged? Starting with our strengths and not straying from our core values, what would it mean to expand the international reach of the College? Is it simply a matter of more study abroad opportunities for more students, more international exchanges for students and faculty, more international visitors, more research abroad, more service learning opportunities abroad,

Presidential Advisory Committee on Internationalization
October 19, 2007
Page 2

more courses and curricula in international relations or area studies, more language instruction, international content in more courses, more partnerships with foreign universities? Or, is it something different from all these activities and programs in which we already engage, perhaps something more than the sum of the parts? What should our institutional priorities for internationalization be?

Tough questions. And most important, I know you agree, to the future of our College. I'm grateful for your commitment to taking them up. And I look forward to your report at the end of the academic year.



Office of the Provost

MEMORANDUM

TO: Presidential Advisory Committee on Internationalization
FROM: P. Geoffrey Feiss, Provost
DATE: October 22, 2007
SUBJECT: Details on your charge

You have President Gene Nichol's thoughts on the work of this committee on internationalization at the College. This memo will provide additional details. This is not to be prescriptive, but to assist you in understanding the broader framework in which you will carry out this important task as well as some of the resources to be made available to you and our expectations for your work.

Timetable: The President would like to have your report by the end of classes in the spring semester (April 25, 2008). You will be hearing from Laurie Koloski or my office as to time and place of the first meeting. We are aiming for the week of October 29, 2007. At that first meeting I will ask that the faculty members of the committee elect a faculty co-chair.

Committee Membership: In consultation with the Executive Committee of the Faculty Assembly, the Committee will consist of:

Laurie Koloski, History, and Director of the Reves Center (convener and co-chair)

Faculty:

Berhanu Abegaz, Economics and International Relations
Brent Allred, Mason School of Business
Bill Cooke, Physics
Mike DiPaola, School of Education
Charles Koch, Marshall-Wythe School of Law
Walker Smith, School of Marine Science
Sylvia Tandeciarz, Modern Languages and Literatures
Mary Voigt, Anthropology

Students:

Tina Ho, Undergraduate
Autumn Barrett, Graduate

Staff:

David Aday, Sociology, and Special Assistant to the Provost
Guru Ghosh, Director of Global Education Office
Sue Peterson, Government, Dean of Undergraduate Studies

GA Support:

Celine Carayon, graduate student, History

Scope of Work and Expectations: The scope of this committee's work could be huge and unwieldy. The question of just what internationalization in the university setting means is large and the conversation rich. But, as important, is what aspects of internationalization are appropriate for William and Mary at this time. To limit this task, the president feels that it is important that the perspective of the committee be at this strategic level.

The committee might start its deliberations by focusing on three areas:

1. Do we have the information we need that fully captures what we are doing?
2. Can we assemble a set of current best practice models from peer institutions, in particular models that are aligned with William and Mary's culture, existing strengths, and aspirations?
3. Can we set some priorities for the next year, five years, ten years that are achievable, measurable, and realistic in the context of our human, physical, and financial resources?

It is my expectation that the committee will reach out to the broader community as it defines and proceeds with its work. Some combination of open forums, focus groups, and scheduled appearances of selected committee members before such groups as the Faculty Assembly, the Student Assembly, the Friends of the Reves or Reves Advisory groups, and school and A&S faculties will likely be an appropriate for information-gathering. The Academic Affairs Committee of the Board of Visitors is aware of your work and is interested in a briefing at the April 17-18 meeting. I will be available to work with you on that presentation.

I hope the committee can provide a report with an executive summary and recommendations on how the College should move forward in its internationalization efforts on schedule.

Support for the Committee: Laurie and I will work diligently to provide the support the committee needs. We will initially provide a GA who can provide logistical assistance. If additional staffing is required; we will address that at the time.

Further, the committee may find it beneficial to invite some experts in this area to campus for presentations and consultation or to have some subset of the committee visit one or several universities for information-gathering. We will try to provide the necessary resources and will appreciate timely notice of such requirements.

You will soon be provided with some background materials that should be of use in preparation for your deliberations. These will include:

1. An American Council on Education (ACE) report on best practices in internationalization
2. A report dated October 3, 2007 by Ed Pompeian and Laurie Koloski that is a preliminary inventory of internationally-focused programs and initiatives at the College.
3. A report dated October 3, 2007 by Celine Carayon and Laurie Koloski that is a preliminary review of best practices at other universities. Not provided, in the interests of saving trees, but available to the committee will be a fairly massive notebook of websites at many of these universities.

Also available to the committee in the next few weeks should be the relevant results of the 2007 faculty survey which asked several questions of the faculty relative to internationalization.

In addition, this year the scheduled program review of Modern Languages and Literatures and the International Relations program is being conducted as well as an independent review by representatives from the Forum on Education Abroad of our Study Abroad programs. I expect Carl Strikwerda and Laurie Koloski will be willing to share information from the relevant self-studies and external reviews as they become available for distribution.

Critical Questions and Issues: The president, Laurie Koloski, and I have talked with some frequency over the past few months about what we hope this committee might achieve for the College. This has generated a preliminary list of specific questions that may be useful in guiding your thinking. These include:

- How does internationalization connect directly with the College's core mission and vision? Contrariwise, what initiatives would undermine or conflict with our mission?
- What information do we need to set reasonable priorities?
- How should we organize international efforts? What are the benefits of centralizing administration and oversight of such efforts? What are the costs? How can we optimize communications and coordination?
- What are the intellectual and educational linkages among efforts in internationalization faculty/student research, interdisciplinary studies, and civic engagement/community-based learning and research? How can we optimize the benefits of those connections?
- What are the structural barriers and disincentives that limit advancement of internationalization efforts? Can these be eliminated or diminished without significant expenditures of resources? A critical example here concerns the acknowledgement of faculty participation or the rewards that may or may not follow.

Committees who are tasked to think strategically can run aground on the rocks of resources. Your work should not be resource-bound. Yet, it is important that this committee find the middle ground between over-promising or over-reaching and aversion to new practices that may be difficult to implement for reasons other than fiscal requirements. Will we have major new resources in support of international efforts? Possibly, but I wouldn't count on it. Can we redirect existing resources? Yes, but only if we have sufficient consensus on our priorities. Is there a "third way" that involves finding and strengthening the interconnections among the many things we already do so well and linking that to our international ambitions?

I hope that your findings and recommendations can balance concern for change against an intentional integration of international experiences into what we already do so well: broadly and deeply educate our students and prepare them for lives and careers of consequence and meaning.