Report of the Council on Internationalization and Global Engagement

UW-Eau Claire, July 2015

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Executive Summary
In Spring 2013, then interim Chancellor Gilles Bousquet and Provost Patricia Kleine established the University of Wisconsin – Eau Claire’s Council on Internationalization and Global Engagement (CIGE, or the Council) to develop a coherent and integrated approach to internationalization at UW-Eau Claire. On 20 February 2013, Interim Chancellor Bousquet sent letters of invitation (see Appendix I) to 16 people from among faculty, staff, and community members. The Council currently has 21 members, including a student representative.

As explained in the Interim Chancellor’s invitation letter, the initial, overarching goals of the Council were three-fold:

- To inventory the existing international programs, activities, and resources on campus, as well as strengths, weaknesses, and needs;
- To recommend priority areas for action and to develop short-term and longer term strategic goals for each of these areas; and,
- To identify and promote implementation of activities that can be taken up in the very short term

In the original invitation and a follow-up letter to the CIGE Chair (26 June 2013, Appendix II), the Interim Chancellor and the Provost provided the Council with a budget and requested that it address an array of topics, tasks and aspirations regarding internationalization and global engagement at UW-Eau Claire. A listing of the specific issues and tasks, and progress toward addressing them, are summarized in the table at the end of this Executive Summary (Table 3 in the body of the report). Many of the original tasks are still underway as tasks/needs/opportunities emerge and program development continues. A full listing and documentation of CIGE activities and accomplishments are provided in the full report.

Since its establishment, the Council on Internationalization and Global Engagement has accomplished much of what it set out to do. With its broad representation and the experience of its members, it serves as an advisory, deliberative, coordinating, strategic, and implementing group on issues relating to UW-Eau Claire’s internationalization goals.

Ongoing Needs
However, the original intents and purposes that gave rise to the Council remain and will continue. The need for coordination, communication, collaboration, sharing and learning between departments and programs, across campus and in the context of our community and region grow stronger with each new idea, opportunity or necessity. For example, the need to work with Academic Affairs and staff in the Center for International Education (CIE) in response to budget reductions and personnel changes is now critical. Thus, it is expected that the Council will be called upon to play an increased role in international education at UW-Eau Claire and to advise the university on how to proceed. The task is consistent with the Council’s original mandate to help clarify the tasks and responsibilities of CIE, but the timing is now immediate and the need for collaboration is heightened.
Recommendation

In recognition of the work of the Council and UW-Eau Claire’s ongoing needs, we recommend that **UW-Eau Claire institutionalize the Council on Internationalization and Global Engagement.** Toward these ends, CIGE recommends that the Chancellor and Provost commission the Council to continue through the Fall 2015 semester under its original mandates, but with the additional tasks of working with Academic Affairs and University Senate leadership to transition itself into a permanent entity by the end of the semester. One appropriate option is as a University Council. As a University Council, CIGE’s membership and function would be based on its current mandate and activities, including responsibility for teaching/learning, curricular issues and assessment related to internationalization and global engagement. To ensure effective operations, the Council recommends maintaining a budget for CIGE programming and operations.

**Progress toward CIGE’s initial charges and tasks, based on 20 Feb 2013 and 26 June 2013 correspondences (see Appendices I and II)**

<table>
<thead>
<tr>
<th>Initial Charges and Tasks</th>
<th>Progress</th>
<th>Explanations and Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resume responsibility for the Center for International Education’s Advisory Board</td>
<td>Done</td>
<td>IEAB disbanded and function absorbed by CIGE in Fall 2013</td>
</tr>
<tr>
<td>CIGE Chair to serve on Chancellor’s Cabinet</td>
<td>Done</td>
<td>Chair of CIGE joins Chancellors Cabinet, Fall 2013</td>
</tr>
<tr>
<td>Model new patterns of collaboration and dialogue in a campus-wide effort</td>
<td>Done/ Ongoing</td>
<td>As a university-wide group and forum linking departments, programs, colleges, staff, administration and students, CIGE and its activities represent this new model</td>
</tr>
<tr>
<td>Improve information flow between administration, faculty and staff</td>
<td>Done/ Ongoing</td>
<td>CIGE Website; all meeting agendas and minutes posted on-line; international event calendar and promotions; program development &amp; info dissemination; CIGE as issue/discussion forum</td>
</tr>
<tr>
<td>Quality of education and university-supported experiences abroad</td>
<td>Done/ Ongoing</td>
<td>Development, evaluation &amp; application of study abroad assessment tool, w/ Title III (see Appendices V &amp; XVI); evaluation of international partnerships; FLIE &amp; IFP program development</td>
</tr>
<tr>
<td>Curricular integration of global learning outcomes in context of liberal education &amp; assessment</td>
<td>Done/ Ongoing</td>
<td>Working with w/ CETL, Title III, ULEC, CIE, immersion coordinator on study abroad assessment tool; LE core for global learning rubric; discussions on providing R2 credit for semester-long studies abroad</td>
</tr>
<tr>
<td>Provide Chancellor &amp; Provost with updates and reports</td>
<td>Done/ Ongoing</td>
<td>Done on formal and informal bases, as needed, as requested, through participation in Chancellor’s Cabinet, and through AVC</td>
</tr>
<tr>
<td>Faculty and staff development</td>
<td>Done/ Ongoing</td>
<td>Attendance and participation in AAC&amp;U “Global Learning in College” conferences; campus workshops with CETL; campus speakers and events; global learning lending library</td>
</tr>
<tr>
<td>Help clarify roles &amp; expectations regarding internationalization and global engagement</td>
<td>Done/ Ongoing</td>
<td>Forum for addressing potential confusions and misunderstandings. E.g., travel warning procedure, Political Science’s Center for Global Politics, Education’s MOU with PUCP/Peru</td>
</tr>
<tr>
<td>CIGE Chair to serve as adviser to the Provost, especially BG funding &amp; curricular issues</td>
<td>Ongoing</td>
<td>CIGE Chair regularly meets with, reports to and advises Associate Vice Chancellor for Curriculum, Internationalization and Immersion; AVC regularly attends CIGE meetings and receives CIGE info</td>
</tr>
<tr>
<td>Task</td>
<td>Status</td>
<td>Details</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>-----------------</td>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Assess administration of international programs and coordination of int’l activities</td>
<td>Ongoing</td>
<td>Being studied by subgroups of CIGE (see Appendices XIII an IX); analysis, evaluations, recommendations due in AY15-16; includes identification of cost-neutral study abroad possibilities</td>
</tr>
<tr>
<td>Recruitment and integration of international students</td>
<td>Ongoing</td>
<td>Work with Admissions on international recruiting; FY16 pilot projects to include faculty in int’l recruiting; support move of international student advising to Advising</td>
</tr>
<tr>
<td>Create a vision statement</td>
<td>Ongoing/Incomplete</td>
<td>CIGE Mission Statement adopted Spring 2013; draft UWEC Internationalization mission statement developed; priority areas identified</td>
</tr>
<tr>
<td>Clarify administrative tasks and responsibilities of the Center for International Education (CIE); delineate responsibilities of CIE from those of the Council</td>
<td>Ongoing/Incomplete</td>
<td>Director of CIE a member of CIGE; effort at delineation is ongoing; this is an emergent critical need with the impending departure of Director of CIE in August 2015</td>
</tr>
<tr>
<td>Collaboration with external UW-Eau Claire stakeholders such as local business and local government</td>
<td>Ongoing/Incomplete</td>
<td>CIGE includes a member from the EC City Council and local business person from the Dairy industry; discussions have involved needs of migrant community and potential sister cityhood; ongoing need to develop links with community</td>
</tr>
<tr>
<td>Intersection with EDI issues and needs</td>
<td>Ongoing/Incomplete</td>
<td>Discussion of needs of students of color in context of study abroad and the intersection of migration/EDI/global engagement is started; specific attention in AY15/16</td>
</tr>
<tr>
<td>Contribution of extra-curricular activities</td>
<td>Ongoing/Incomplete</td>
<td>Attention to how extra-curricular activities separate from the Liberal Education core has been a lower priority</td>
</tr>
<tr>
<td>Discussion of rationale for internationalization and global engagement vis-à-vis UWEC mission</td>
<td>Incomplete</td>
<td>Much of this has been implicit and taken for granted; needs to be more overt and explicit</td>
</tr>
</tbody>
</table>
Introduction

This report concludes the initial, 2-year commission of the University of Wisconsin – Eau Claire’s Council on Internationalization and Global Engagement (CIGE, or the Council). The report begins with a presentation of the background, original intent and evolution of the Council. Since its original charge, the role and contributions of the Council has been evolving. Indeed, it continues to do so in response to its experiences, encounters and as it and its members have learned.

The second part of the report presents and examines the Council’s activities, accomplishments, and contributions over the last two years. As will be shown, the Council and its members have become central in global teaching and learning at UW-Eau Claire, and contribute to the university’s internationalization efforts in a wide variety of ways, from needs identification and assessment to program and policy development. The Council plays an important advisory role and serves as a creative and constructive forum for problem resolution.

This report concludes with an identification of ongoing needs and opportunities at UW-Eau Claire, with recommendations. It has become clear to Council members that internationalization and global engagement at UWEC is a model and aspiration for many other institutions. Numerous factors contribute to this, including the possibilities created by the Blugold Commitment Differential Tuition, top administrative and campus-wide commitment to internationalization and global engagement, a culture of shared governance, strong programming in study abroad, and emphasis on integration and collaboration broadly defined. The creation and contribution of CIGE – with its meaningful commission, strong administrative support, its own budget, faculty and campus-wide buy-in, and indefatigable Council member contributions – is an important part of this. So much so that the one recommendation specifically identified in this introduction is the recommendation that the work of the Council should continue. In fact, this report recommends that the Council be established as a permanent Council, and that current members be asked to continue their service.

Appreciations

Regarding Council members, it would be unthinkable to continue any further without thanking the specific members of the Council for their contributions to CIGE and its work over the last two years. Without remuneration, grumbling or wearying they have actively participated in regular Council meetings, reviewed and revised reports, developed policies and requests for proposals, evaluated proposals, prepared reports, planned events, served on subcommittees, and contributed significantly to advancing a cohesive program of internationalization and global engagement at UW-Eau Claire. Toward that end, this report acknowledges the indefatigable and invaluable contributions of all current and past members (See Table 1). These include faculty members, department chairs, program directors, university staff, and students.
We also thank Kim Reed, the Council’s secretary and program assistant, without whom the Council could not maintain the productive and high level of organization and attentiveness such a project requires, and Associate Vice Chancellor for Curriculum, Internationalization and Immersion, Mike Carney, whose advocacy and ongoing attention to the undertakings and activities of the Council have provided the active support needed to integrate the work of the Council across campus. We also thank interim Chancellor Gilles Bousquet for commissioning the council. Despite serving the university for only one transition year, his experience and commitment to global learning facilitated an effective approach that succeeded his tenure at UW-Eau Claire. Similarly, we thank Chancellor James Schmidt and Provost Patricia Kleine for encouraging and empowering the Council to continue the efforts it began two years ago, for drawing on the capacity it has developed, and for creating an environment that has valorized the Council and its work. In doing so, we have been able to move beyond the potential and conceptual to the meaningfully operational. In these times of transition and flux, UW-Eau Claire administration has seen to it that the Council has had the resources and support to make valuable contributions to internationalization and global engagement at UW-Eau Claire.

### Background and Evolution of CIGE

In Spring 2013, then interim Chancellor Gilles Bousquet and Provost Patricia Kleine established a university committee to develop a coherent and integrated approach to internationalization at UW-Eau Claire. Citing the priority placed on global learning in UW-Eau Claire’s *Centennial Plan: Transforming our Future, 2008*, recognizing the university’s strength in internationalization and global engagement, and anticipating academic and programmatic needs and opportunities, Chancellor Bousquet asked Paul Kaldjian, Associate Professor, Geography and Anthropology, to chair a new *Council on Internationalization and Global Engagement*. In this sense, the establishment of the Council was not a new initiative but an effort of self-accountability – doing what we said we would do and attempting to do it well.

Drawing from the results of a University Senate workshop (Fall 2011) on improving the efficacy of committees, potential members were identified based on their interest, expertise, experience as effective and productive committee members, and representation of campus units. On 20 February 2013, Interim Chancellor Bousquet sent letters of invitation to 16 people from among faculty, staff,

<table>
<thead>
<tr>
<th>Table 1a. Current Members</th>
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<tbody>
<tr>
<td>Jason Anderson</td>
</tr>
<tr>
<td>Rose-Marie Avin</td>
</tr>
<tr>
<td>Linda Carlson</td>
</tr>
<tr>
<td>Ben Corbett</td>
</tr>
<tr>
<td>Analisa DeGrave</td>
</tr>
<tr>
<td>Sam Fish</td>
</tr>
<tr>
<td>Shanti Freitas</td>
</tr>
<tr>
<td>Nancy Hanson-Rasmussen</td>
</tr>
<tr>
<td>Karen Havholm</td>
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<tr>
<td>Erik Hendrickson</td>
</tr>
<tr>
<td>Stephen Hill</td>
</tr>
<tr>
<td>Paul Kaldjian</td>
</tr>
<tr>
<td>Teresa Kemp</td>
</tr>
<tr>
<td>Kerry Kincaid</td>
</tr>
<tr>
<td>Cheryl Lapp</td>
</tr>
<tr>
<td>Ling Liu</td>
</tr>
<tr>
<td>David Lonzarich</td>
</tr>
<tr>
<td>Karl Markgraf</td>
</tr>
<tr>
<td>Alan Rieck</td>
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<tr>
<td>John Rosenow</td>
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<tr>
<td>Eric Torres</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Table 1b. Past Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cindy Albert</td>
</tr>
<tr>
<td>Quincy Chapman</td>
</tr>
<tr>
<td>Brittney Gonzalez</td>
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<tr>
<td>Stephanie Jamelske</td>
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<tr>
<td>Colleen Marchwick</td>
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<tr>
<td>Kristine Rivall</td>
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</table>
and people in the community. Student representatives were also sought. In the two years since its establishment, Council members have been replaced and added; the Council now has 21 members.

**Original Charge to the Council**

As explained in the Interim Chancellor’s 20 February 2013 invitation letter (see Appendix I) to prospective Council members, the initial goals of the Council were three-fold:

- To inventory the existing international programs, activities, and resources on campus, as well as strengths, weaknesses, and needs;
- To recommend priority areas for action and to develop short-term and longer term strategic goals for each of these areas; and,
- To identify and promote implementation of activities that can be taken up in the very short term – to address the “less talk, more action” comment that was raised at a campus-wide forum on internationalization on 10 February 2013 (hosted by Madeline Green, a national expert in internationalization and higher education).

The Interim Chancellor further asked the Council to engage the campus in a discussion of the rationale for internationalization and global engagement in light of UW-Eau Claire’s mission, to create a vision statement, to model new patterns of collaboration and dialogue in a campus-wide effort, and to provide the Chancellor and Provost with periodic updates and reports. The letter encouraged the Council to specifically consider such topics as,

- quality of education and university-supported experiences abroad;
- recruitment and integration of international students;
- collaboration with external UW-Eau Claire stakeholders such as local business and local government;
- integration of global learning outcomes into the curriculum, and in particular liberal education (including assessment);
- intersection with EDI issues and needs;
- contribution of extra-curricular activities; and,
- faculty and staff development.

The formation of the Council, its membership, and its intent was presented to the Chairs of the College of Arts and Sciences and to the University Senate in early March 2013 and on 4 March 2013 the Council held its inaugural meeting. Initial meetings were spent on organizing ourselves and trying to understand how best to accomplish our mission – delineating the scope of our tasks, establishing procedures and approaches by which we would carry out our commission, identifying the university’s needs and providing an inventory of its resources and being realistic about our capacity. (Indeed, one persistent difficulty for the Council has been, simply, how to find a time at which we can all meet).

Working groups were established in an effort to distribute tasks and administrative tools – such as a website (www.uwec.edu/cige) and D2L site – were developed to help the Council organize and disseminate information. The Council and its members quickly became a resource for global learning issues on campus – they contributed to a wide range of needs, from developing a study abroad travel warning protocol and international immersion RFP to assisting with assessment and the liberal
education core. A more detailed presentation of the Council’s activities and accomplishments is found in the next section of this report. In June, the Chair of CIGE briefed the incoming Chancellor on the Council, its goals and activities.

Mission Statements
In these first months of its work, the Council developed a mission statement for itself and a draft of a mission statement to guide internationalization and global engagement at UW-Eau Claire (see below).

CIGE Mission Statement
The Council on Internationalization and Global Engagement is a two-year committee of students, staff, faculty and community members created to develop an integrated, coherent and purposeful approach to internationalization and global engagement at UW-Eau Claire.

To that end, the Council shall:
- Create a vision for internationalization and global engagement at UW-Eau Claire;
- Inventory and assess existing programs, activities, and resources on campus to
  o identify strengths, weaknesses, needs and opportunities,
  o recommend and promote implementation of activities for immediate action,
  o develop short-term and longer term strategic goals for each; and,
- Engage and advise the campus and community in carrying out the above tasks and communicating its findings.

UW-Eau Claire Internationalization Mission Statement – DRAFT
UW-Eau Claire will prepare students, faculty and staff for active, informed and ethical participation in a pluralistic and globally interdependent world through meaningful learning opportunities on and off-campus and by cultivating commensal relationships between our university community and people, places and cultures beyond the borders of the United States as well as with multi-ethnic individuals and populations in our region.

Expanding Scope of CIGE Responsibilities
In a letter of 26 June 2013 (see Appendix II), the Interim Chancellor and Provost affirmed the work of the Council, endorsed CIGE’s mission statement, and encouraged the Council to finalize the UW-Eau Claire internationalization mission statement. They provided a budget to help CIGE effectively carry out its tasks and to support specific activities and projects to highlight, promote and implement meaningful internationalization and global engagement at UW-Eau Claire. To improve the flow of information between administration, faculty and staff, they requested that the chair of the Council serve on the Chancellor’s Cabinet and to serve as a special adviser to the Provost, especially in matters pertaining to Blugold funding decisions and curricular issues.

The Interim Chancellor and Provost further elaborated on the scope of CIGE’s work and responsibility. They asked the Council to help the university clarify roles and expectations regarding
internationalization and global engagement at UW-Eau Claire, with attention to potential confusions between teaching/learning and administration. Specifically, they asked the Council to
- resume responsibility for the Center for International Education’s Advisory Board;
- clarify the administrative tasks and responsibilities expected of the Center for International Education (CIE), and to delineate the responsibilities of CIE from those of the Council;
- assess administration of international programs and coordination of international activities.

Also in June, the Chair of CIGE briefed the new, incoming Chancellor on the Council, its purpose, goals, intent, and activities. Chancellor Schmidt welcomed the initiative and encouraged its continuation.

Organization and Operation
Initially, the Council attempted to organize its efforts around a series of working groups. The intent was that each working group would work together apart from the whole and report back to it. This would help with the division of labor and allow CIGE members to meet and work on suitable schedules, and draw in participants from beyond CIGE membership. Initially, this seemed to work. Over time, however, some working group topics became prominent enough to be engaged by the whole, and it became clear numerous big tasks proceeding simultaneously was overwhelming. Importantly, however, the tasks originally identified by CIGE and its working groups as primary topics have continued to be the focus of CIGE’s work. In some cases, small working or sub-groups continued to conduct work on behalf of the whole.

Specifically, the category of tasks, needs and issues on which CIGE has been working since its inception follow:

Advisory – to provide a forum for coordination and advice to faculty, staff and administration
Resource Inventory – to identify and understand campus capacity and resources
Policies & procedures – to identify needs, clarify roles, support best practices, advance goals
Communications – to enhance cross campus collaboration, awareness and learning
Oversight and evaluation – to evaluate UWEC programs, look for improvement opportunities
Assessment – to support LE, learning outcomes, progress toward strategic plan
The Campus 75 – to direct attention to the 75% of UWEC students who do not study abroad
Implementation – “internationalize” campus – identify, support, promote and host activities

One of the most difficult tasks for Council members was to find a suitable time at which we could all meet. After its establishment in Spring 2013, CIGE met fortnightly for a total of five 2-hour meetings. In the 2013-2014, CIGE met six times in the fall and five times in the spring. In an effort to maximize participation, we had to alternate meeting start times because not all members were free to make the same times. All meetings were two hours.

In 2014-2015, the whole Council again met fortnightly, again at alternating times, 6 times in each of the fall and spring semesters. In recognition of extreme workloads, ongoing scheduling difficulties, and the contributions of Council members outside of meeting times, meeting times were only one hour every two weeks. It should be clear and cannot be stressed enough that Council members – except for the chair, who received summer stipends – were not remunerated for their many, ongoing, and dedicated contributions.
The Agenda and Minutes for all CIGE meetings are found through the CIGE website at www.uwec.edu/CIGE/progress/meetings.htm.

CIGE Accomplishments and Activities
Since its inception in Spring, 2013, the Council on Internationalization and Global Engagement has contributed to UW-Eau Claire and across campus in numerous broad ways. The Council has helped
  • Increase levels of coordination, collaboration, openness, access, communication;
  • As a forum for advice, needs identification, issue resolution, opportunity development;
  • Make internationalization and global engagement organic, bottom-up, purposeful.

Much of the work in which CIGE has been engaged has been administrative and structural. How, for example, to strengthen and support operations and programs in ways that increase effectiveness, enhance opportunities to learn from each other and our individual and collective experiences, address and avoid value-subtracting conflicts and obstacles? These CIGE efforts have to do with the intentionality, creativity and efficacy with which we support and deliver quality education, programs and services.

Such work involves attention to procedures as well as relationships between university departments, offices and programs. The more we attend to how and why we do what we do and the way we do them, the more we communicate and share, the more we can learn from and support each other and the less we stumble over each other. At a university like UW-Eau Claire, these are wide-ranging, from assessment or travel requirements to the dispersal of grant monies or the integration of administration with teaching/learning.

Soon after the creation of CIGE, for example, the UW-Eau Claire Foundation ask the Council to assume responsibility for administrating an annual sum of money that the Foundation had set aside to support international programming. For years, the Foundation had been distributing the money on an ad hoc, first-come-first-served basis to supplement various faculty needs. While the approach served a necessary purpose, it had more recently started generating resentments among those unaware of or late to this source of funding. The Foundation did not have a protocol for disbursing this money, and this opportunity had become a burden. It was this funding that CIGE used to develop the Department to Department program (D2D, see more under the list of activities below), an opportunity advertised and available to all departments on campus to support department level international relationship building.

An imperative element of making internationalization and global engagement a living and daily part of UWEC life and learning is recognizing the needs of the Campus 75 – that majority of students who do not learn abroad. Part of this is to increase accessibility to learning abroad opportunities and accessibility – this is being done, for example, through the wide range of international immersions, research and field experiences, as well as through such things as increased outreach, informed advising, financial aid and creative programming. In this way, the number of students involved in
learning abroad will increase. Yet, despite the creative scheduling and financing of the various learning abroad opportunities, the needs of those who won’t participate by travelling – i.e., the majority of UWEC students – remain.

Thus, the Council has prioritized the need to bring internationalization and global engagement to students who are unable to travel while they are at UW-Eau Claire. The obvious approach is to provide learning and experiential activities on campus – such can be seen below among the activities that CIGE has initiated and sponsored. To enhance the effectiveness of campus programs, though, the Council recognizes the different needs and circumstances among the various academic departments and programs. Faculty are advisors, they prepare students for global engagement, they incorporate student experiences back into their curriculum, and each discipline has different needs and priorities. So, rather than a one-size-fits-all program, the Council believes it is important that departments develop what is best for them, their students and their faculty. The Department to Department program, the International Events & Programs, and departmental involvement in international student recruitment are all examples of a focus on departments. Department Internationalization Plans – should a department choose to develop one – could be used as a way of encouraging departments, assessing their effectiveness, and giving them credits for their progress and accomplishments.

The work of the Council was maintained and momentously enriched by its budget, not only for the obvious opportunities such a budget creates, but as evidence of institutional support. Indeed, the budget enabled CIGE to allow a wide range of events and activities, honoraria, programs, pilot projects, travel, professional participation, student and LTE support, resources, a summer stipend for the chair, and supplies. In many cases, the budget was used to leverage additional monies from other departments and programs. CIGE demonstrated notable stewardship in managing its budget. In each of its first three years, the council used only a portion of its budget allocation, in part because the anticipated programs took a long time to develop; in other cases CIGE was able to leverage support from other sources, such as other institutions, department, Title III and Foundation funding. As the work and expectations of CIGE expand, the Council is expected to be able to effectually use the full budget originally anticipated for it. Table 2 compares budget allocations to expenditures.

<table>
<thead>
<tr>
<th>Year</th>
<th>Allocation</th>
<th>Expenditure</th>
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<th>Allocation</th>
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<td>2013</td>
<td>$32,091</td>
<td>$2,877.29</td>
<td>2014</td>
<td>$48,813</td>
<td>$22,823.02</td>
<td>2015</td>
<td>$60,649</td>
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**Table 2. CIGE Budget, 2013-2015**

**Progress vis-à-vis CIGE’s original mandate and charges**

With reference to CIGE activities and involvements, the Table in the Executive Summary summarizes the Council’s original charges and indicates progress toward those initial tasks. As the information in the table indicates, the Council has actively and diligently made progress on the three broad categories of tasks set before it in Spring 2013. All of these are ongoing. Though the Council has not comprehensively published an (1) inventory and assessment of UW-Eau Claire’s resources, strengths and weaknesses, the Council has been gathering data which it uses to inform its efforts.
Indeed, such data has been used to identify and (2) **recommend priority areas for action**, including the need to be clear about expectations and responsibilities, the emphasis on department-level programming, and attention on the Campus 75% (those UWEC students who do not pursue a learning abroad activity). From the activities and efforts identified above, the Council has taken seriously its mandate to (3) **identity and promote implementation of activities**.

Following is a specific accounting of the projects, accomplishments, and activities in/on which the Council and its members have been directly involved since Spring 2013. Links are provided to relevant websites and documents.

**CIGE supported, advised on, served on development of …**

1. Updated Travel Warning/Advisory Procedure (**Appendix III**)
2. Revised LE Core Global Learning Rubric (**Appendix IV**)
3. Study Abroad Assessment Tool (**Appendix V**)
4. FLIE program and RFP development (**Appendix VI**)
5. FLIE and IFP proposal reviews
6. Intercultural Immersion Coordinator hire
7. Department of Political Science’s Center for Global Politics (**Appendix VII**)
8. Review of APC memorandum regarding fulfillment of foreign culture credits (3 credits) for students who complete a Faculty-Led International Immersion Experience (FLIE).
9. UWEC/College of Education MOU with umbrella agreement with *Pontificia Universidad Católica del Perú* (PUCP) (**Appendix VIII**)
10. UWEC Peace Corps Prep Program with CAS/Liberal Studies, CIE (**Appendix IX**)
11. Integration of International Student recruiting with Admissions
12. Presentation and Participation at 2015 AAC&U Conference, Ft. Lauderdale, FL
13. Participation of CIGE Chair in the Chancellor’s Cabinet

**CIGE initiated and sponsored activities**

1. Hire of Kim Reed, CIGE Secretary
2. CIGE/CETL Global Learning lending library (**Appendix X**)
3. Created CIGE logo & drafted university internationalization mission statement
4. Resource Inventory – carried out faculty and staff/administrator surveys
7. Developed website (www.uwec.edu/cige) with schedule of international events
8. Established Department to Department Partnerships RFP using Foundation funds (**Appendix XI**)
   a. 2013-14 Proposals funded
      i. Ed Studies-PUCP Initiative (February 2015)
      ii. Geography & Anthropology-partnerships with Aberdeen, Scotland, & PUCP (July 2014) (**Appendix XI**)
iii. Music & Theatre Arts-partnership with Stellenbosch University (July 2014)
iv. Political Science & Criminal Justice-partnership with University of Stirling-Scotland (TBD)

b. 2014-15 Proposals funded
   i. History-partnership with University of Stirling (Spring-Summer 2015)
   ii. Women’s Studies-partnership with Women’s University in Africa (Fall 2015-Spring 2016)
   iii. Women’s Studies-Partnership with Miranda House, Delhi University (September 2015)

9. Established International Events & Programs RFP (Appendix XII)
   a. 2014-15 Proposals funded
      i. Biology-Conservation in Galapagos: past, present, and future (April 2014)
      ii. Music & Theatre Arts-PUCP collaboration (February 2015)
      iii. Management & Marketing- From the International Boardroom: Experiences and reflections on managerial and marketing practices (April 2015)

10. Established Working groups – Preliminary reports include:
    a. Oversight and Evaluation (Appendix XIII)
    b. International Partnerships-Draft Report (Appendix XIV)

11. Finalized and signed MOU with Pontificia Universidad Católica del Perú (PUCP) (Appendix VIII)

12. Applied rubric & developed protocol to assess study abroad, w/ CETL, Title III, ULEC, CIE + final report/recommendations (Appendix XV)

13. Consolidation of duties
   a. CIGE to take on IEAB role
   b. CIGE to help CIE review faculty teach abroad applications (AY 2015-16)

14. 2013-2014 Sponsored Events
   a. NAFSA Webinar – Cross-Campus Collaboration: Strategies for Successful Internationalization, 17 July 2013
   b. Participation in a “Global Learning Dialogue” with Pontificia Universidad Católica del Perú, 5 December 2013
   c. Cultural Insights photo contest co-sponsored with CIE, February 2014 (Appendix XVI)
   d. Kennedy Warne, National Geographic writer, Place and Identity in the New Zealand Rainforest, 22 April 2014 and class visits (Appendix XVII)
   e. 14th Symposium on East Europe, 2-3 May 2014, with class visits (Appendix XVIII)
   f. The Soldier and the Refusenik, Israeli Occupation, 6 May 2014 (Appendix XIX)
g. NAFSA Webinar to sustain and improve internationalization initiatives – *Making Data Come Alive: Diverse Methods for Engaging Stakeholders in Meaningful Assessment*, 24 April 2014

15. 2014-15 Sponsored Events
   b. CIGE/CETL workshop on D2D, October 2014 (Appendix XXI)
   c. CIGE/CETL workshop on Thoughtful Photography, November 2014 (Appendix XXI)
   d. Collaborations with Chippewa Valley Book Festival, e.g., Frank Bures, travel writer, October 2014 (Appendix XXII)
   e. Backgammon Tournament, with McIntyre Library and community, February 2015 (Appendix XXIII)
   f. *Humans of Study Abroad* photo contest co-sponsored with CIE, February 2015 (Appendix XXIV)
   g. Campus visit of Peruvian contingent under D2D and PUCP MOU, February 2015 (Appendix XXV)
   h. Immersions Week, April 2014 (Appendix XXVI)

16. Upcoming Events & Activities, planned and proposed
   a. Kardemimmit, Traditional Finnish music group to Eau Claire, September 2015 (Appendix XXVII)
   b. AAC&U conference 2015, presenting workshop on D2D (Appendix XXVIII)
   c. Student hire for UWEC Centers on international programming
   d. UW-System Internationalization Symposium (Proposed and under development)
   e. International broadcasting & event programming on campus
   f. Integrating international students with domestic students
   g. Enhance and focus international partnerships
   h. Support & build on department-level initiatives/events, e.g. East Europe Symposium
   i. Work with Departments to develop Department Internationalization Plans (DIPs)
   j. Monthly CIGE/CETL presentations/workshops – e.g., on DIPs, Service Learning
   k. CETL/FLIE communities of practice
   l. Work with Chancellor’s office on gifts when travelling abroad
   m. Continue to work toward meeting needs of Campus 75%
   n. Visit to Peru under PUCP D2D and MOU
   o. Pilot projects of including faculty in international recruiting – Math/Actuarial Science to Malaysia in Sept 2015
Conclusions
In the 2 ½ years since the establishment of the Council on Internationalization and Global Engagement, it has accomplished much of what it set out to do. With its broad representation and the experience of its members, it has served as an advisory, deliberative, coordinating, strategic, and implementing group on issues relating to UW-Eau Claire’s internationalization goals. It has been a resource and advocate for effective international programming and expanded the scope of the university’s globally engaging efforts and activities. In doing so, it has established itself as a central and valued UW-Eau Claire committee in support of programming and administration and attempts to provide stability and consistency in a dynamic and creative academic environment. Thus, despite – and in part because of – the Council’s contributions, there is still much to do. Some of its original tasks are still underway, new tasks/needs/opportunities regularly emerge, and programs it has developed continue.

Ongoing Needs
The original intents and purposes that gave rise to the Council remain and will continue. The need for coordination, communication, collaboration, sharing and learning between departments and programs, across campus and in the context of our community and region grows stronger with each new idea, opportunity or requirement. While the Council has started discussions regarding the delineation of responsibilities and expectations, e.g., between faculty/departments and administration, between teaching/learning and administrative needs and requirements, and even between programs and departments, legislative actions of this past year have created many new needs as well as opportunities in internationalization and global engagement that will need attention over the next years. It may helpful to a identify examples of specific needs:

- Departments need to be acknowledged for their work. Internationalization and global engagement is not a one-size-fits-all endeavor, and what is best for each department, discipline, program varies. The D2D program was developed in recognition of this. Further, it may behoove departments to develop their own unique Department Internationalization Plan (DIP) for how they will globally engage their students, staff, faculty, curricula, and programs.
  - Toward this end, Departments and programs need to be recognized for their efforts. This could be accomplished, for example, through the SAM-PAM accountability measures. CIGE will develop this with Departments and administration.
- The need to delineate responsibilities and expectations, for example, between teaching/learning and administration, or between disciplinary departments
and programmatic offices. This past year, CIGE, CIE, and other faculty and staff worked very effectively together on the development, implementation, and evaluation of a study abroad assessment tool. After numerous iterations, we believe we have a better (though not at all complete) understanding of student learning and needs in the context of study abroad and immersions.

- Based on initial results, UW-Eau Claire needs to provide comprehensive, site and context specific preparation to students before they embark on learning abroad experiences. Toward this end, faculty need to help prepare students for study and learning abroad.

- The need to work with Academic Affairs and staff in the Center for International Education (CIE) in response to budget reductions and personnel changes is now critical. With anticipated personnel changes in CIE, it is expected that the Council will be called upon to play an increased role in international education at UW-Eau Claire and to advise the university on how to proceed. The task is consistent with the Council’s original mandate to help clarify the tasks and responsibilities of CIE, but the timing is now immediate and the need for collaboration is heightened.

Related to all of the above, the need to manage, organize, promote, advocate, support, consult, resolve, and recommend is ongoing. Specifically, attention to student engagement, with emphasis on the Campus 75%, must be a priority. In recognition, the need to enhance culturally and intellectually challenging international and globally engaged programming at UW-Eau Claire remains. At the same time, the need to identify and develop cost-effective and cost-neutral study abroad opportunities continues.

Overall, the need to develop, set, and assess progress toward meaningful internationalization goals is critical at a liberal arts institution such as ours, and is difficult to accomplish without a teaching/learning-oriented committee such as CIGE.

Recommendation
The original mandate of the Council concludes with the production of this report. Yet, the intents and purposes behind the Council’s establishment continue – CIGE was not established to solve a single, discrete problem but to attend to ongoing needs, tasks, and aspirations. Thus, our first and primary recommendation is for UW-Eau Claire to institutionalize the Council on Internationalization and Global Engagement. Toward these ends, CIGE recommends that the Chancellor and Provost commission the Council to continue through the Fall 2015 semester under its original mandates, but with the additional tasks of transitioning itself into a permanent entity by the end of the semester.
While there are numerous models for how to institutionalize CIGE, the Council recommends that the Council work with Academic Affairs and University Senate leadership to consider CIGE as a University Council under PART III, Article Four: University Governance Committees and Councils (FASRP, 2013). Specifically, because of CIGE’s teaching/learning and faculty orientation, we believe it is appropriate to be organized as a University Council. Indeed, the University Honors Council appears to be a meaningful model for the CIGE – recognizing, though, that CIGE is broader in its activities and serves a greater portion of the university community - both internationally and domestically. CIGE’s membership and function as a University Council would be based on its current mandate and activities, including responsibility for teaching/learning, curricular issues and assessment related to internationalization and global engagement.

To ensure effective operations, the Council recommends maintaining a budget for programming and operations, a stipend for the Council Chair, and at least a ¼-time LTE for administrative support, without which the Council cannot function. The total FY budget should be approximately $50,000 to continue the work of CIGE.

University Senate Chair Freymiller affirms (10 July 2015) this as an appropriate approach and agrees that the University Senate Executive Committee will be willing to work with CIGE in the Fall of 2015 to complete this process in time for inclusion in the January 2016 edition of UW-Eau Claire’s Faculty and Academic Staff Rules and Procedures (FASRP). Specifically, should administration endorse the recommendation to institutionalize CIGE, the Council will, with Chair Freymiller’s help, draft language for the FASRP regarding membership and functions in time to be put into motion for the Senate Executive committee to consider prior to being presented to the full University Senate in the Fall.

PK, 17 July 2015
Appendices

I. Invitation to serve on Council
II. Memo from Interim Chancellor & Provost
III. Travel Warning/Advisory Procedure
IV. LE Core Global Learning Rubric
V. Study Abroad Assessment Tool
VI. FLIE RFP
VII. Department of Political Science’s Center for Global Politics Proposal
VIII. UWEC College of Education MOU with umbrella agreement with Pontificia Universidad Católica del Perú (PUCP)
IX. Peace Corp Prep Proposal
X. Lending Library
XI. D2D RFP with Department of Geography and Anthropology Trip Report
XII. International Events & Programs RFP
XIII. Oversight and Evaluation Report
XIV. International Partnerships-Draft Report
XV. Study Abroad Artifact Assessment Final Report
XVI. Cultural Insights photo contest
XVII. Kennedy Warne, National Geographic writer, Place and Identity in the New Zealand Rainforest
XVIII. 14th Symposium on East Europe
XIX. The Soldier and the Refusenik
XX. Elizabeth Redden, international issues journalist
XXI. CIGE/CETL workshop on D2D & Thoughtful Photography
XXII. Frank Bures, travel writer
XXIII. Backgammon Tournament, with McIntyre Library and community
XXIV. Humans of Study Abroad photo contest
XXV. Campus visit of Peruvian contingent under D2D and PUCP MOU
XXVI. Immersions Week
XXVII. Kardenimmit, Traditional Finnish music group
XXVIII. AAC&U conference 2015, presenting workshop on D2D