Towards a Strategic Plan for Internationalism 2008

Encyclopedic Snapshot of Campus Initiatives and Goals

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## Table of contents

I. What we have done so far (Jan.-Oct. 2008) 3  
   - Listening Sessions with Stakeholders 4  
   - Research Undertaken: General 7  
   - Research Undertaken: Metrics  
     - ND Audit of Student International Outcomes 8  
     - Benchmarking with Peer Institutions 9  

II. Discoveries 10  
   A. Serendipitous Convergences 11  
   B. Connections Missing 13  
   C. Research Impact, Rankings Problematic 14  

III. Summary: Strengths and Needs 15  

IV. Some Suggestions 16  
   1. Recognize and improve research impact abroad 17  
      1a. Improve visibility of research & collaborations via “Global ND” website 18  
   2. Improve international content of curriculum 20  
   3. Improve opportunities for genuine student research & outreach abroad 21  
   4a. Internationalize the student body: Undergraduates 22  
   4b. Internationalize the student body: Graduate students 23  
   5. Create ongoing focus on internationalism in Development 24  
   6. Create and maintain metrics for student outcomes 25  
   7. Create branch of OIS/Asst Provost Office for coordination, communication 26  

V. Appendix 27  
   - Sites of Notre Dame OIS study abroad programs 28  
   - Ad hoc Committee on Strategic Plan for Internationalism: Complete list of interlocutors & recipients 29  
   - Justifications: Why Now? 30  
   - A plan for change grounded in mission and pulled by vision 31
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
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
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)
  – Horn, Hendel, Fry, “Ranking the International Dimension of Top Research Universities in the US” (2007)

• **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:

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?


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.

   
   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
   = 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
      - U of Cambridge
      - 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

Angers, France
Athens, Greece
Beijing, China
Berlin, Germany
Bologna, Italy
Cairo, Egypt
Cambridge, England
Dublin, Ireland
Fremantle, Australia
Hong Kong, China
Innsbruck, Austria
Jerusalem
Kampala, Uganda
Leuven, Belgium
London, England
Monterrey, Mexico
Moscow, Russia
Nagoya, Japan
Oxford, England
Paris, France
Perth, Australia
Puebla, Mexico
Rio de Janeiro, Brazil
St. Petersburg, Russia
Tokyo, Japan
Toledo, Spain
Washington, DC, USA

Shanghai, China
Ad hoc Committee on Strategic Plan for Internationalism

Asma, Afsaruddin  Kroc Institute
Barber, Charlie  Arts rep
Beatty, Ted  Kellogg Institute
Bigi, Ikaros  SCI & ENGR faculty focus group
Blum, Susan  Center for Asian Studies rep
Bower, 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
Freck, Tom  MCOB faculty focus group
Gaglione, 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
Grimsstad, Paul  Assoc. Dean, Biological Sciences
Guilthain, Joe  MCOB faculty focus group
Gularte, Louis  Student Rep., U. Comm. on Intl’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
Kelman, Claudia  OIS
Kunicki, Mikołaj  A&L faculty focus group
Karen Langley,  Student Rep, U. Committee on Intl’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
McDowell, 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
Reydam-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
Stanfield, 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