

Internationalizing the Campus (Project #3) + Innovations for CU/Boulder as public University: a few suggestions¹

Project #3: Internationalizing the Campus

Congratulations on identifying “internationalization” as a key element of Academic Futures vision and for defining it as “comprehensive internationalization” that builds on the 2010 CU/ACE report.

As someone who has been looking at and thinking about “internationalization” at CU/Boulder and at other Universities along the Front Range (e.g. CSU, UCD and DU) for the past several years, I would suggest that the effort moving forward needs to combine 3 elements:

1. Top Down

Serious commitment and buy-in from senior leadership (starting with the Chancellor and Provost) is absolutely essential to moving forward. This needs to move way beyond the current focus of senior management on the increased enrollment of international students as a way to boost CU’s finances.

2. Bottom Up

Important building blocks exist across campus. I would highlight two of them:

- ❖ **The Center for Asian Studies (CAS)** - a vibrant hub that brings together faculty from across the CU campus to think about and work together on a wide range of Asia-related themes. CAS also provides strong support for Projects #1 (Student-oriented learned) and #2 (Interdisciplinary Teaching, Research & Creative Work). Details at: <https://www.colorado.edu/cas/> See also 130+ CAS Affiliated Faculty across the CU campus: <https://www.colorado.edu/cas/people/cas-affiliated-faculty> and a list of Front Range faculty: <https://www.colorado.edu/cas/people/front-range-faculty>.²
- ❖ Impressive recent work on **internationalization at the College of Engineering**, starting with a “refreshed” strategic vision under Dean Bobby Braun and the work of Associate Dean Doug Smith, his team, and other colleagues across the College. Details at: <https://www.colorado.edu/engineering/vision>

3. Outside In

The new/renewed efforts at internationalizing the campus need to learn from experience & best practice along the Front Range and across the country. A few things that deserve careful attention:

- 12+ years of national award-winning experience up the road at CSU including the creation of a Vice Provost position (with membership on both the President’s Cabinet and the Council of Deans), the development of an Internationalization Strategy, and the staffing of a strong and effective Office of International Programs. See <http://international.colostate.edu/about/> and <http://international.colostate.edu/staff-directory/>

The Office of International Programs:

- encourages students to experience and understand diverse cultures through education abroad experiences that help them prepare for success in today’s global economy.
- provides quality services to international students and scholars, recognizing their critical role in the internationalization of our campus.
- organizes classroom-based, programmatic and experiential activities, both on-campus and abroad, to provide the CSU and broader communities with relevant international and intercultural educational experiences.

¹ George F. Taylor II Community member. Currently Chair of the Center for Asian Studies (CAS) Advisory Council.

² See also Response Paper by CAS Faculty Director Tim Oakes on the need for a more comprehensive vision of internationalization.

- supports the international activities of CSU colleges, departments, and faculty in their efforts to create joint research initiatives, international exchanges and other collaborative activities worldwide.
- establishes and manages CSU's key strategic partnerships, creating pathways for CSU students and faculty to become more engaged around the world.
- DU 's Office of Internationalization including the results of 4 years of an Annual Internationalization Summit for DU's international partners and participants from along the Front Range. (<https://www.du.edu/intz/>)
- The most up-to-date ACE/American Council on Education experience & advice. Much has happened across the country since the 2010 CU/ACE report was finalized. See, for example, the work of the ACE Internationalization Laboratory that has worked with 100+ institutions on all elements of "comprehensive internationalization". This has included a brand new joint initiative with the Association of International Education Administrators (AIEA) to set up an Institute for Leading Internationalization. (<https://www.acenet.edu/news-room/Pages/ACE-Internationalization-Laboratory.aspx>)

Three bottom lines:

1. *Leadership for Project #2:*
As recommended by the CU/ACE report of 2010 and confirmed by experience at CSU and at Universities across the country, CU needs a **Vice Provost of International Affairs, or Programs**. The Academic Futures report proposes that Project #2 be led by a new Vice Provost for Education. This will not move internationalization forward.....it will get buried and forgotten about yet again.
2. *A key task for Project #2: Expanding the worldview of CU undergraduates*
Expanding the worldview of every CU undergraduate and preparing them for the globalized world in which they will live & work needs to be at the heart of internationalizing the CU campus. As the anthropologist Wade Davis has noted: "The world in which you were born is just one model of reality. Other cultures are not failed attempts at being you: they are unique manifestations of the human spirit."
3. *CU's Global Ambassadors & connecting with CU's international alumni*
The establishment of the Global Ambassadors is a step in the right direction. (<https://www.colorado.edu/today/2016/08/11/broadening-our-perspective-new-global-ambassadors-program>). In addition to identifying proactive roles for each of the Ambassadors (starting with the critically important need to much more effectively track CU alumni around the world), there is an urgent need to expand the group which is currently very US & Euro-centric to include additional alumni from Asia as well as alumni from Africa and Latin America.

Innovations to help move CU/Boulder towards being a "cutting edge" public University: two suggestions

- ❖ *Take an element of the recently completed Strategic Plan for the College of Arts & Sciences and implement it campus-wide.*
The A&S Strategic Plan is built around three themes: Critical Thought, Compassion and Creativity. Critical thought and creativity are elements of dozens of strategic plans across the U.S. University landscape. The innovation in the A&S plan is **compassion**.
- ❖ *Recognize and celebrate CU's connection to this place.*
Explicitly recognize and honor both the biosphere and, most importantly, the ethnosphere that was violently disrupted for CU to be built. Formally recognize and celebrate the fact that CU Boulder is located in the **Territory of Ute, Cheyenne & Arapahoe**.