

Ad Hoc Committee on International Engagement

Executive Summary

The IU School of Education has long been engaged in productive international work consistent with its research, teaching, and service missions. This ad hoc committee was empaneled to reconsider how best to structure these efforts. Currently, IU SoE international activities and initiatives are spread across individuals, programs, offices, and centers. In this time of growing focus on global issues, the IU SoE needs an organizational structure that can better coordinate, focus, and promote these efforts.

Approach

The committee proposes the creation of the Office for International and Global Engagement to meet these needs. The Office will be led by an Associate Dean and supported by a full-time professional staff member, part-time administrative assistant and part-time hourly graduate assistant. We propose that the current International Programs Committee assume the role of advisory board to the Office. The Office would further the SoE's international engagement through ongoing coordination with relevant offices within the SoE including: Office of Teacher Education, Office of Research, Development and Innovation; and Office of Marketing and Communication. Coordination with other units within IU would also be necessary (e.g., IU Office of Development and Alumni Relations; IU Foundation; Office of the Vice President for International Affairs; Hamilton Lugar School of International Studies).

The Office's primary purpose will be to further the SoE's international engagement associated with its mission to support exemplary research and development, teaching, and service. To accomplish this goal, the Office would:

- Increase external funding for international engagement

- Develop additional resources through fund-raising efforts
- Promote teaching-abroad programs and local internationalization teaching programs
- Encourage continued and new international engagement including competitions for internal SoE seed funds
- Administer visiting scholar programs and activities
- Facilitate coordination within the SoE and with external partners
- Maintain a central information source listing SoE international initiatives
- Evaluate the impact of international efforts
- Highlight the accomplishments of SoE faculty and staff engaged in international work

Resources

The committee recommends that initial funds be made available, through the SoE, to staff and organize the office. Original funds would be provided through the Dean's office. We also propose that the remaining funds from the Center for International Education, Development, and Research be used to support the activities of the new Office. We anticipate the Office will be self-sustaining after five years as a result of its efforts to increase external grant dollars and fund-raising activities.

Final Report

Consistent with a changing world and Indiana University's (IU) long standing leadership in international research and service, the School of Education's (SoE) mission is to prepare future teachers and other education professionals for a global, diverse, rapidly changing, and increasingly technological society. While the SoE has long engaged in a wide variety of international efforts including administering teaching abroad programs, hosting visiting scholars, educational development overseas, and international research, it currently lacks a coherent and systematic approach for organizing, promoting, administering, and evaluating its international activities. To provide a possible way forward for the SOE, in November of 2019, Executive Associate Dean Ginette Delandshere charged the International Ad Hoc Committee with crafting a preliminary report that would recommend a way to organize international activities at the SoE including an operating budget. This report includes the committee's recommendation which is the development of an office of international engagement that will promote, extend, and sustain the School Of Education's (SOE) international activity in all its forms. The Office of Global and International Engagement (OGIE) will maintain connections with relevant university offices that promote international engagement, including the Hamilton Lugar School of International and Global Studies, and offices of the OVPIA such as the Office of Overseas Studies, the Office of International Services, the Office of International Development, and the Office of International Partnerships. Through these contacts, the office will stay up-to-date with opportunities, topics, programs and initiatives that are relevant to the School of Education's mission.

The OGIE's charge will build upon, and maintain, IU SoE's strong work in international research, teaching and service, and also provide a structure through which the SoE can organize, showcase and highlight its international work in a systematic way. This report documents the

need for a structure that will support a clear and visible international focus within the SOE. In so doing, this report provides a roadmap for maximizing the existing activities related to international engagement, while at the same time enhancing the scope, depth, and visibility of those activities. The OGIE will be tasked with coordinating, promoting and advancing the internationalization of IU SoE's research, teaching and service. The Office would be led by a newly appointed Associate Dean for International and Global Engagement who will be aided by a full-time professional staff member, a part-time administrator, and a graduate assistant. Please see the organizational chart in appendix A that presents the proposed structure of the office and its connection with other relevant units within the SoE and the University.

We further propose a five-year sustainable plan for generating revenue to support the SoE's international engagement model. Initially, the OGIE will be supported through start-up funds from the Dean's office and residual funds currently held by the recently decommissioned Center for International Education, Development, and Research. Within five years, the OGIE will be expected to be self-sustaining through an increase in external funding and targeted fund-raising. A projected office budget is included in appendix B. The remainder of the report explains the roles the office will play and is divided into three sections focused on research, teaching and service.

Research and Development

The OGIE will support internationally engaged research within the SoE and ensure that the insights and impacts of this work are made known to a wide audience. The OGIE will be tasked with the following goals related to research:

- Increase external funding for internationally engaged scholarship, including international projects that emphasize educational development;

- Monitor and disseminate international education, research, and development funding opportunities to faculty and staff;
- Administer school-wide internal grants for international research;
- Create an informational infrastructure that raises the public profile of international research generated by SoE.

In collaboration with the Office of Research, Development and Innovation, the proposed OGIE will prioritize efforts to increase external funding for internationally engaged scholarship. Specifically, the office will develop strategies to expand the pool of faculty and students who compete for such funding. Working with department chairs, actions might include mentoring faculty who are new to international research and convening groups to apply for specific grants. In order to do the latter, the OGIE will need to be proactive in identifying funding possibilities. This is particularly important in light of the current funding environment for international projects, which has changed dramatically over the past decade. As such, the office must cultivate knowledge of, and relationships with, funding agencies who support international scholarship in education by actively monitoring funding and the pairing this funding with the work of the faculty. Although the committee recommends that the Office of Research, Development, and Innovation retain responsibility for grant application logistics and the fiscal management, the OGIE will provide assistance in helping faculty craft competitive projects.

The OGIE will also work to leverage the SoE's considerable resources to assist international partners in their efforts to improve education around the globe. Primary among these efforts will be to further promote IU's strong experience in educational development work in countries that are building educational systems and institutions in under-resourced conditions. The SoE has a long history of success in receiving external funding to support such work. However, it has

become increasingly difficult in the current political and economic environment to obtain grants and contracts from federal agencies (e.g., USAID, State Department). The OGIE will lead continued efforts to secure such funding and to support faculty who engage in this work.

The Office will also be responsible for administering school-wide grants for international research such as the Anna Ochoa-Becker grant for students, and the Alex and Martha Tilaar grant for faculty, and potentially others that are administered within our academic departments. The OGIE will also ensure that SoE faculty and students are well informed of university-wide resources for international research from sources such as the OVPIA, the Area Studies centers in the Hamilton-Lugar School. The OGIE will also inform faculty, staff, and students of external funding opportunities that support international research.

In addition to supporting the production of internationally engaged scholarship, the OGIE will consult with faculty and collaborate with the SoE Office of Communications and Marketing to raise the public profile of the already considerable international research generated by SoE faculty and students. It will create an informational infrastructure linked to the SoE website with regular updates that highlight this work. Finally, in terms of research, the OGIE will help sponsor special events such as conferences, seminars, and workshops that provide further opportunities for SoE scholars to highlight their own international work and engage in dialogue with colleagues outside of IU.

Teaching

The OGIE will advance the SoE's teaching mission in graduate education, teacher education, teacher professional development, and educator certification and licensure by promoting internationalization. In collaboration with new and existing programs, the Office will serve as a

central source of information for international education at the SoE. The Office will leverage the resources of the SoE to achieve the following goals:

- Promote the internationalization of teacher education programs and graduate education, as well as teacher professional development;
- Build on existing resources at IU to create stronger linkages with other units to promote SoE's international teaching.

Through the Office of Teacher Education, and in cooperation with the departments and programs of the SoE, the OGIE will provide general guidance for departments that choose to focus on the internationalization of teaching. The Office will collaborate with other units on campus to promote and improve opportunities available to teacher candidates and graduate students. For example, the IU Books & Beyond Project is a co-curricular program that offers skill development, as well as study abroad opportunities. Although it is currently supported mainly by the College of Arts and Sciences, it was supported by Proffitt grants early in its development and is now recognized as a University Student Organization that can be collaboratively supported by other units. In addition, the undergraduate minor in *International and Comparative Education* and the *Global Education Initiatives Across Indiana* demonstrate collaboration between the SoE and the Hamilton Lugar School of Global and International Studies that benefits both units. It would be the responsibility of the OGIE to encourage additional collaborations.

Service

The OGIE will oversee a number of important services for the SoE. These include the following:

- Manage logistics of visiting scholars;

- Develop and maintain international partnerships;
- Work with the SoE Office of Development and Alumni Relations to pursue philanthropic giving to support international work.

Managing the logistics for receiving our international visiting scholars also constitutes an important service function that will be assumed by the proposed office. These responsibilities include receiving applications, communicating with departments to request faculty sponsors, communicating with scholars to complete the needed forms for applications, working with the Office of International Services on visa paperwork, and managing the scholars' experiences. Given how labor intensive this work is, we recommend that the School consider requiring that visiting scholars pay a fee to help cover the administrative costs of our visiting scholar program. However, in cases where faculty have existing collaborative relationships and on-going projects with international scholars, the fees should be waived. We also propose that fees be waived for scholars from under-represented and low-income countries.

In order to maintain contact with our numerous international alumni, the proposed office will work with the School's Office of Development and Alumni Relations and the IU Alumni Association to establish a database with information about our alumni. The proposed office will draw upon this database, and collaborate with the School's Office of Development and Alumni Relations, to pursue opportunities for philanthropic giving from our international alumni, particularly emphasizing financial support for the School's international programming.

Ad-Hoc Committee Members

Associate Professor **Ana Maria Brannan**, Curriculum and Instruction

Research Scholar **Vesna Dimitrieska**, Global Education Initiatives

Professor **Terrence Mason**, Curriculum and Instruction

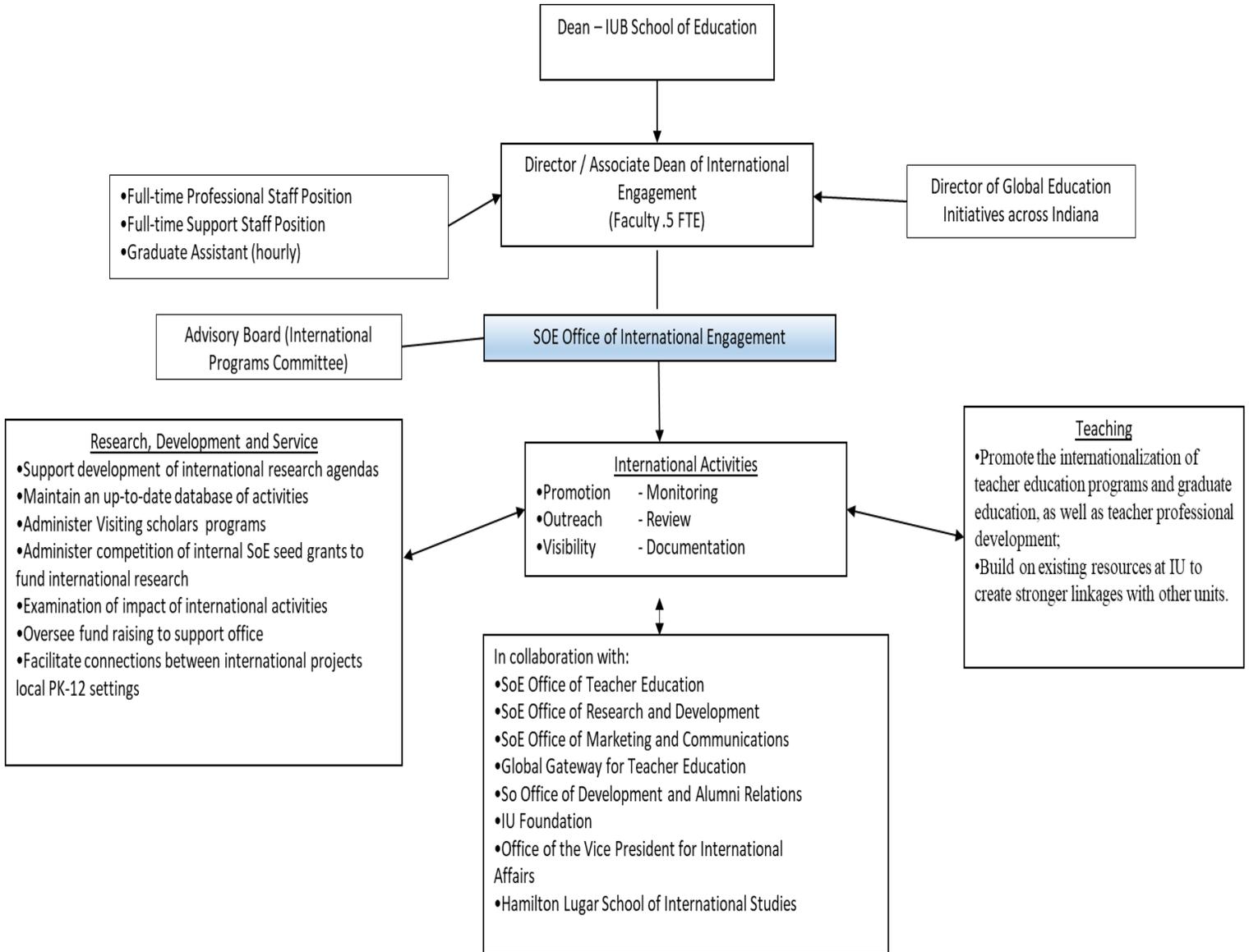
(Chair) Associate Professor **David Rutkowski**, Educational Leadership and Policy Studies

Associate Professor **Beth Lewis Samuelson**, Literacy, Culture, and Language Education

Associate Professor **Margret Sutton**, Educational Leadership and Policy Studies

Appendix A

Proposed structure for the Office of Global and International Engagement



Appendix B

Budget for the Office of Global and International Engagement

To lead the office, the proposed five-year budget includes a .5 FTE for an Associate Dean (AD). As an incentive to help recruit the AD, and to assist the office in meeting its many goals, we have included a travel budget for the office to be used at the AD's discretion for trips to meet with possible funding agencies, to help coordinate external collaborations and other activities related to the School's international mission. A professional staff member is also included in the budget to oversee day to day operations and help coordinate service, research and teaching activities of the office. These include, but are not limited to, the coordination of visiting scholars, international outreach to departments and schools, assisting with grant applications and increasing the visibility of the SoE's international initiatives. In addition, a part time support staff and hourly graduate student help have been included in the budget to assist with administrative and outreach activities. Finally, a modest office budget is included to cover general offices costs. The budget does not include costs for office space, normal university resources, or basic computer set-up for staff as these are typically covered within the School's budget.

The budgetary goal of the office is to become self-sustaining eventually, and a five-year plan to achieve this goal will be developed by the AD and the office staff. There are a variety of funding sources that may make this goal a reality. First, as soon as the AD is appointed, they should begin to work with the Development and Alumni Relations office to target possible funders for the School's international programs. Given IU SoE's extensive alumni network, the committee feels there is promise in pursuing these possibilities. Other sources of revenue could be charging modest fees for visiting scholars and receiving the indirect cost recovery from externally funded projects. We envision the appointed AD as a leading international scholar and,

as such, able to help assist in coordination and management of projects. Although, we want to be clear that the office is not expected to be a research center, its support of faculty research and development work warrants including these revenue sources to support the office.

Table 1: Proposed 5-year budget for the Office of Global and International Engagement

	Salary	%/hours	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Salary								
.5 FTE Faculty	\$ 100,000	50%	\$ 50,000	\$ 51,000	\$ 52,020	\$ 53,060	\$ 54,122	\$ 260,202
Professional Staff	\$ 60,000	100%	\$ 60,000	\$ 61,200	\$ 62,424	\$ 63,672	\$ 64,946	\$ 312,242
.5 FTE Support Staff	\$ 34,000	50%	\$ 17,000	\$ 17,340	\$ 17,687	\$ 18,041	\$ 18,401	\$ 88,469
Hourly Graduate Student	\$ 15	320	\$ 4,800	\$ 4,800	\$ 4,800	\$ 4,800	\$ 4,800	\$ 24,000
			\$ 131,800	\$ 134,340	\$ 136,931	\$ 139,573	\$ 142,269	\$ 684,913
Fringe Benefits								
.5 FTE Faculty		39.31%	\$ 19,655	\$ 19,852	\$ 20,050	\$ 20,251	\$ 20,453	\$ 100,260
Professional Staff		39.31%	\$ 23,586	\$ 23,822	\$ 24,060	\$ 24,301	\$ 24,544	\$ 120,312
.5 FTE Support Staff		39.99%	\$ 6,798	\$ 6,866	\$ 6,935	\$ 7,004	\$ 7,074	\$ 34,678
Hourly Graduate Student		0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ 50,039	\$ 50,540	\$ 51,045	\$ 51,556	\$ 52,071	\$ 255,251
Total Salary and Benefits			\$ 181,839	\$ 184,880	\$ 187,976	\$ 191,129	\$ 194,340	\$ 940,164
Travel and Incidentals								
Travel			\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000
Office Incidentals			\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 7,500
			\$ 11,500	\$ 57,500				
Grand Total			\$ 193,339	\$ 196,380	\$ 199,476	\$ 202,629	\$ 205,840	\$ 997,664

End of Report