

THE POWER OF FACULTY ENGAGEMENT

Strategies and Lessons Learned
on the Road to Internationalization

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SESSION OVERVIEW

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Interim Vice Provost of Global Engagement

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THE POWER OF FACULTY ENGAGEMENT Strategies and
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UC SANTA CRUZ

Jeremy Hourigan

Associate Professor of Earth and Planetary Sciences
Chair of the Faculty Senate Committee on International Education
University of California Santa Cruz

Faculty Engagement at UCSC

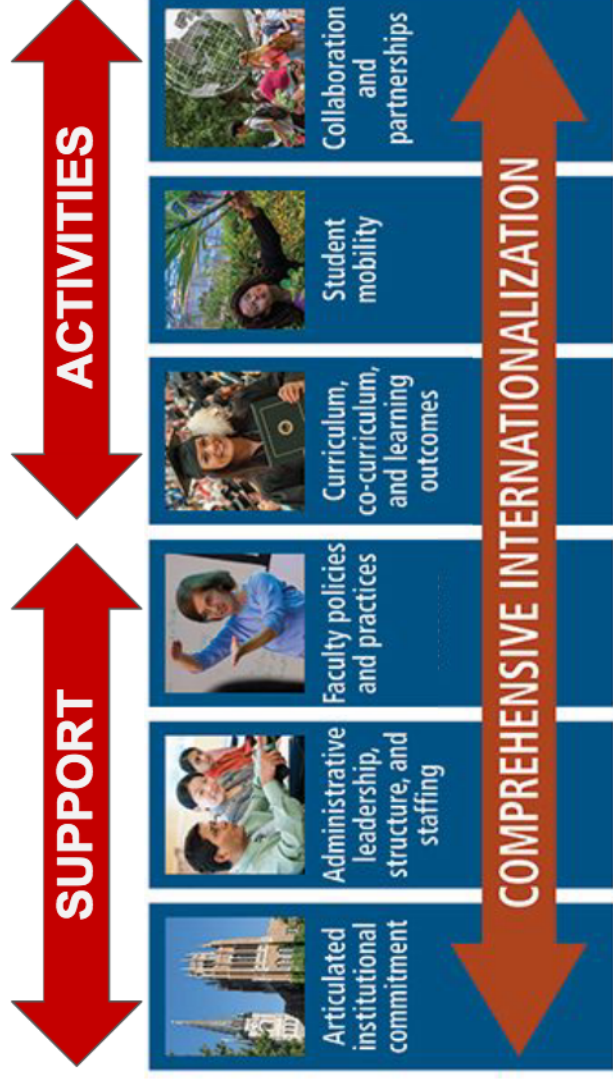
- **CONSULT:** UC Santa Cruz and the UC System in general have a robust culture of shared governance.
- **INCENTIVIZE:** the faculty execute major aspects of campus internationalization.

Strategic Academic Planning

- Strategic Academic Plan development (2017-2019)
produce three Academic Priority Areas:
 - **Justice in a Changing World**
 - **Earth Futures**
 - **Digital Interventions**
- Faculty synergy elevated **Global Health** as a multi-disciplinary cluster hiring priority.
- The SAP largely neglected global engagement / internationalization.
- UCSC Enrollment in ACE Internationalization Laboratory (2018).

ACE Internationalization Laboratory

- Expert mentorship and a “home-grown” approach
- Senate committee involvement throughout
- Faculty discussions at >30 department meetings



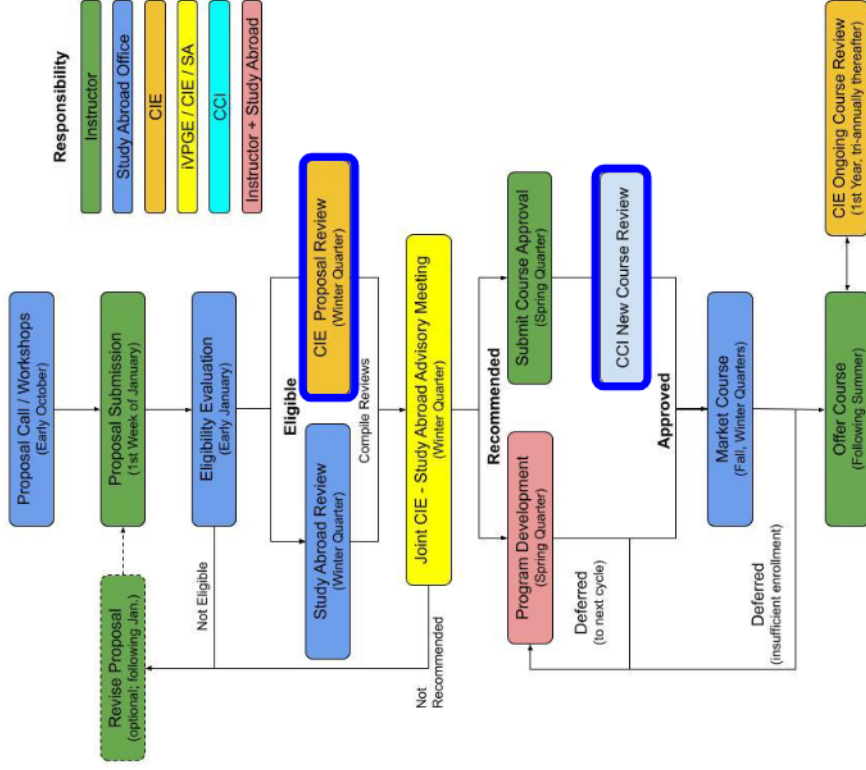
Faculty Incentives

“Engage and support a diverse faculty, staff, and student body”¹

- Partner with the **Committee on Teaching** and Center for Innovative Teaching and Learning to create curriculum internationalization fellowships.
- Partner with the **Committee on Research** to create International Special Research Grants.
- Revise **funding models** to reduce costs and incentivize faculty-led study abroad or away courses.

¹ SAP Design Principle #3

Faculty-Led Study Abroad



- Two phases of Senate review
- 10 new proposals for summer '21 courses
- **Challenge:** Instructors are typically full professors and lecturers

Faculty Policies

- **Challenge:** How can we engage faculty at all ranks to participate in curricular and research internationalization?
- Tenure / promotion practices may be an impediment.
- How can we provide recognition for time-intensive international activities?



UCIE and system SIOs are currently “socializing” a white paper¹ to add *International Activities* to the merit and promotion review process.

¹Lazarra (AVP of International Affairs, UCSD) and UC SIOs

The University of Richmond's International Seminar: Leading with Faculty Expertise

Martha Merritt

Dean

Carole M. Weinstein Chair of International Education
The University of Richmond



**International
Education**

UR Faculty Seminar, 1989 - present

	Argentina Bolivia Brazil (1994)	Russia Kazakhstan Kyrgyzstan (2009)	Cuba (2016)	South Africa (2018)
DURATION	21 days	18 days	8 days	13 days
FACULTY	8	9	9	11
DEPARTMENTS	<ul style="list-style-type: none"> Biology Mathematics English Art & Art History Languages & Literatures Library Sciences 	<ul style="list-style-type: none"> Biology Religion Economics History Theatre Accounting Political Science Education Art & Art History 	<ul style="list-style-type: none"> American Studies and English Biology Theatre Latin American and Iberian Studies Latin American, Caribbean, and Latino Literatures Political Science School of Leadership School of Law School of Business (Intl Economics) 	<ul style="list-style-type: none"> Biology American Studies School of Social Work (VCU) Political Science French and Francophone Studies History Rhetoric & Communications Sociology School of Law (Environmental Law)
PREPARATION	<ul style="list-style-type: none"> - Participants met with experts to learn about the target regions - Visits arranged with regional experts - Goal included potential exchange partners 	<ul style="list-style-type: none"> - Identify faculty co-leader and participants with expertise - Participants present on their research in and engagement with the region - Arrange visits with colleagues and to research sites 		



- UR Baseball Team Cuba trip, December 2015
- Faculty Seminar to Cuba, summer 2016
- Presidential Trip to Cuba, summer 2016
- *El Trio de Richmond*, Presidential return to Cuba, fall 2017
- Faculty-led trips to Cuba for Athletics and Arts, summers 2019, 2020



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Leveraging faculty seminar expertise for enduring connections

Cuba 2016

- Formed campus working group for Cuba
- Intersection with other UR engagement (Athletics)
- UR recognized by IIE as partner country for Cuba
- Faculty-led travel to Cuba

South Africa 2018

- Faculty receive two Fulbright year-long fellowships and one semester-long residency in South Africa
- International Education Week 2018
- Faculty all return to South Africa for conferences and joint projects
- Faculty-led student travel to South Africa

International Education Week



Strengthening community at home and abroad





Kari Costello

Assistant Vice President of Global Engagement
DePaul University

Faculty Engagement at DePaul University

- Expanding international recruitment through the Faculty Ambassador Program
- Internationalizing the curriculum through Global Learning Experience (GLE)

Faculty Ambassador Program

Goal: Leveraging faculty to expand global recruitment efforts

Results: More misses than hits (9/22 visits completed; 27 leads; but small cost per lead \$55)

Lessons Learned:

- Extremely complex coordination
- Highly resource intensive and requires strong interpersonal skills
- Opportunity to build buy-in and affinity with faculty

Next steps:

- Enhance marketing efforts to recruit more faculty participation
- Identify opportunities to streamline logistics
- Expand to include alumni connections
- Incorporate into faculty-led study abroad programs



Global Learning Experience (GLE)

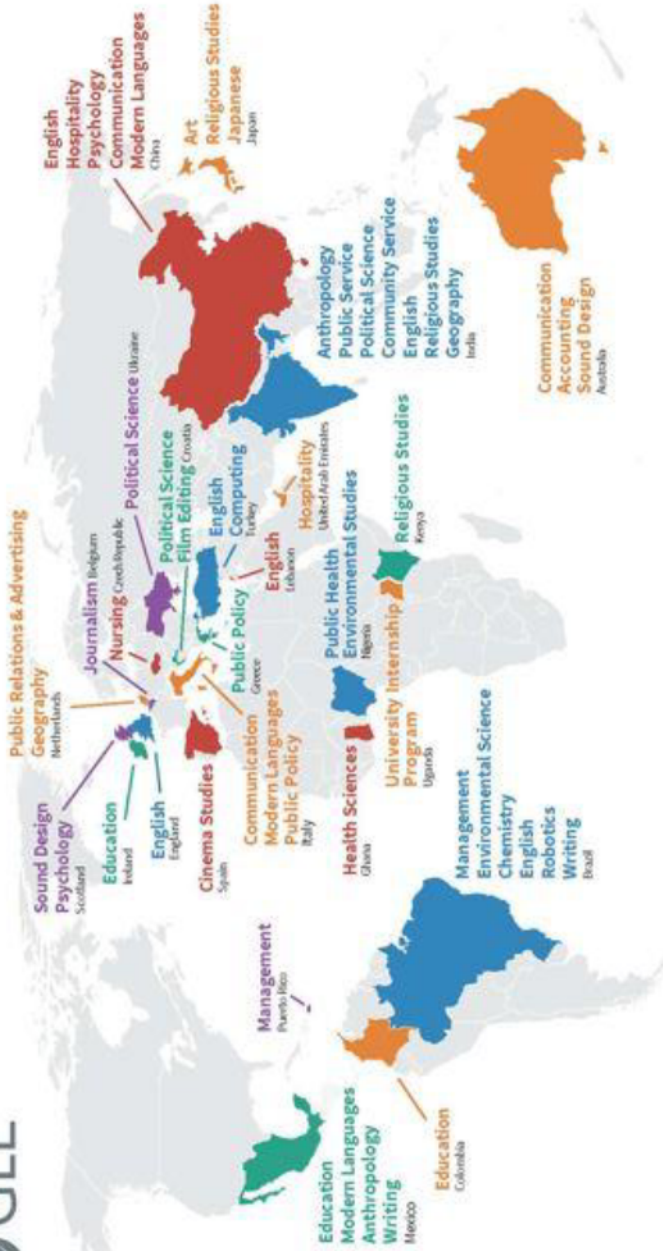
Goal: To broaden exposure to international/cultural collaboration to our faculty and students who aren't able to study abroad.

Lessons Learned:

- Intensive Faculty support required (tech, training/consulting, instructional design, etc.)
- Changed funding structure to include money for ongoing projects (\$3500 for initial project; \$500 for each additional up to 3x)
- Successful faculty help recruit new faculty participants
- Streamlining processes for training, application, review, etc.
- Partnership development – strive to have partners train together

Next steps:

- Sponsorship opportunities for our faculty to present at conferences about their GLE projects – i.e. IVEC conference; discipline specific conferences; etc.
- More interdisciplinary projects



GLE examples

global.depaul.edu > Partnerships > Programs for Partner Institutions > GLE > GLE Projects

Global Learning Experience (GLE) Projects

Select Partner Institution: Country Select Partner Institution Select Discipline Reset All Filters



Developmental Psychology from a Cross-cultural Perspective

Partner Institution: Wenzhou Medical University (China)
Discipline: Psychology

[Learn More](#)



Urban Geography Consultancy

Partner Institution: University of Groningen (Netherlands)
Discipline: Geography

[Learn More](#)



Nursing Ethics Across the Pond

Partner Institution: School of Vocational Higher Learning (Czech Republic)
Discipline: Nursing

[Learn More](#)



Mathematics Education

Partner Institution: Dublin City University (Ireland)
Discipline: Elementary Education

[Learn More](#)



Asian Politics

Partner Institution: Symbiosis International University (India)
Discipline: Political Science

[Learn More](#)



The Essence of Democracy

Partner Institution: University of Dubrovnik (Croatia)
Discipline: Political Science

[Learn More](#)

DISCUSSION

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SESSION LEARNING OUTCOMES & TAKEAWAYS

1. How SIOs can successfully engage with an academic senate to advance international initiatives
2. How to update and adapt successful programs that engage faculty
3. How to successfully leverage faculty travel to expand your global footprint
4. How institutions might create a virtual exchange program utilizing technology and providing faculty development.

DISCUSSION QUESTIONS

1. Does your institution offer faculty incentives around internationalization? If so, what are they and have they been successful in promoting engagement?
2. How do you measure faculty engagement in internationalization on your campus?
3. **Open communication is crucial** to engaging faculty in international activities. How does communication flow from the units advancing international initiatives to faculty on your campuses? How have you been successful and what has not worked?
4. How important, if at all, are interdisciplinary approaches to faculty engagement on your campuses? How successful have they been?
5. Do participants have other successful ways they have engaged faculty in international activities?

A hand with fingers spread, reaching out from the right side of the frame towards a vibrant, colorful nebula in space. The nebula features bright yellow and orange hues, with scattered blue and purple specks against a dark, starry background. The hand is positioned as if reaching towards the light of the nebula.

THANK YOU FOR YOUR TIME

Contact

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