

Minutes

University of Wyoming International Board of Advisors

Summer 2017 Meeting

Saturday, June 24, 2017

Cheyenne Public Library

Members Present:

1. Nathan Nicholas – IBOA Chair
2. Ashley Willms – IBOA Vice Chair
3. Lucie Osborn – IBOA Secretary
4. Candace Garman – IBOA Treasurer
5. Celeste Colgan
6. Oliver Walter
7. Travis Koch
8. Sue Wilson
9. Cameron Nazminia
10. Mary Katherine Scott – IPO Director
11. Jill Johnson – ISSO Director
12. Robert Aylward – Vice President for Information Technology
13. Temple Stoellinger – Faculty Rep, Professor in Haub School ENR

Others Present:

1. Shawn Bunning – IPO Project Coordinator
2. Kate Miller – Provost

Members Not Present:

1. Johnnie Burton
2. Liz Cheney
3. Brian Deurloo
4. Megan Degenfelder
5. Dave Bostrom
6. Paul Bergman
7. Tom Lubnau
8. Michelle Sullivan
9. Chumba Limo
10. Klint Alexander – Dean of Law, IESC Chair
11. Michael Pishko – Dean of Engineering and Applied Science

CALL TO ORDER

Chair Nathan Nicholas called the meeting to order at 10:20 am, and asked for a call of the roll. Shawn Bunning called the roll. Thirteen members were present, eleven absent.

Approval of Spring 2017 IBOA Meeting Minutes:

Celeste Colgan moved and Lucie Osborn seconded the motion to accept the spring 2017 meeting minutes as recorded, corrections pending should any be noticed. Motion passed by unanimous consent.

DECISION MADE.

Executive Committee Reports:

Education and Professional Development Committee – Chair, Nate Nicholas:

Nate Nicholas noted that internship discussions with Tata Corporation are proceeding. He mentioned the internship in the College of Engineering that sends students to China for practical internships and language study. Mary Katherine Scott said this program is the John Noyes Fellowships administered by the College of Engineering and Applied Science and that Ann Jones in the Dean's Office coordinates the selection of students to go to China. Mary Katherine said that a student has been identified to go for the semester-long internship.

Awards and Banquet Committee – Ashley Willms:

Ashley Willms indicated there was nothing new to report at this time.

Outreach and Membership Committee – Lucie Osborn:

Lucie Osborn also indicated there was nothing new to report.

Budget and Fundraising Committee – Treasurer, Candace Garman:

Candace Garman shared that the committee's discussions have centered mostly on the fundraising event that was planned for the evening in conjunction with this meeting, but that it had to be postponed.

Nate Nicholas mentioned that there have also been discussions on holding a gala fundraising event similar to the Art Gala, to include a silent auction.

UW Strategic Plan Update – Provost, Dr. Kate Miller:

UW Provost, Kate Miller, shared an update on the strategic planning process for the university. She noted that she would speak to two topics – the strategic plan and the status of International Programs within it, and the reorganization of the international units on campus.

She noted that the strategic plan is organized around the theme of the “Breaking Through” statue near the Rochelle Gateway Center and is articulated in the preamble. There is a vision statement and the mission is written very similarly to UW’s current mission with only very minor tweaks. The university has not had value statements in the past, so this is a new addition. The main idea is to make explicit the kinds of values employees of the university bring with them to work every day. The plan is comprised of four very broad goals – scholarship, students, UW’s impact on the world, and the resources to be brought to bear. High impact experiences, such as internships and study abroad, are the focus of internationalizations at UW.

Dr. Miller pointed the Board’s attention to the key performance indicators listed on page seven of the plan. These are items intended to demonstrate whether UW is achieving the goals of the strategic plan and UW will be accountable to these every year with an update published each year on internal and external metrics. For international metrics, we will have numbers of students and faculty going abroad. Dr. Miller said UW is working now on coming up with very precise definitions of what each of these will mean, what our baseline is today, and what is a reasonable goal. To aid in this work UW is looking not only at itself but also at what its peers are doing. Provost Miller said she thinks UW can grow tremendously in its international aspects. She said the Cheney endowment is amazing and she and the president both think it can be used even more strategically to incentivize people going abroad. She noted that when she was at Texas A&M they had a field center in Costa Rica in the rainforest near a volcano and all kinds of people from scientists to ESL people were going there with American and Costa Rican students working together on projects. She said this is her take on the place of international aspects in the strategic plan and where the Board can fit into it.

The second piece she addressed was the major reorganization of Academic Affairs, which includes changing the Outreach School – not to do away with outreach, but to make sure it is serving its role within the mission of the university. She noted there were international functions within the Outreach School and also elsewhere (ISSO in Admissions). The current model in most universities is to get all of those functions under one executive director or associate vice president. She said that UW brought in an external consultant to talk with everyone in international roles and to give a report with recommendations to herself and the president. Those recommendations and report have been reviewed in the last several weeks. She stated that during the summer and fall she would be searching for 6-8 leadership positions across Academic Affairs, including setting the new international office structure. She said that she would begin the initial reorganization in the next few months and would then launch a national search for a new executive director position. All of the enrollment management functions will also come into Academic Affairs. Ideally, UW will have the new director position filled by the middle of the fall semester. She said that she has been prioritizing the order of changes resulting from the elimination of the Outreach School and that international, while it is important, has not yet risen to the level of potential crisis that other changes have held. But it will be moving forward soon. The new unit will combine the functions of study abroad, global and strategic partnerships, the English Language Center, and international student and scholar services and immigration, and will be called the

“Office of Global Engagement” to recognize the breadth of things that happen in it and to give it a more modern term. She noted that this year will see the completion of the reorganization as well as the strategic plan and that the goal is to stabilize the university in order to help it take off.

Discussion:

Celeste Colgan asked Provost Miller what level the new director would be. Dr. Miller said that the position will be an Associate Vice President that reports to her. She will form a search committee and solicit the involvement also of the IBOA.

Celeste then asked if this process would begin in July, to which Dr. Miller replied that should would like it to, but that some things are not yet settled. She intends to conduct a workplace climate survey, which UW has not done in a while. She also wants to have metrics on the numbers of faculty and students going abroad.

Celeste mentioned the IBOA 25 x 25 initiative, but wondered if the goal of 25% of UW students going abroad by 2025 might be too ambitious in view of the fact that only 3% of students currently participate in study abroad. She said that there is a grand push at UW to increase enrollment and that, if this comes about, 25% of a total student population that increases by a few thousand is going to be a larger number for us to try to reach.

Dr. Miller said that she recommends basing the goal as a percentage of the number of students we are sending abroad today. She also said she doesn't think we are in a position to send abroad 25% of our total student body, but perhaps will be down the road. She said we want our students to have some “high impact” experiences, which may include study abroad, but could also include research or some sort of capstone project. She would like to make sure students are getting two or three of these kinds of experiences, whatever they may be. She thinks the value of study abroad is in making students think about what they are doing and what contribution they can make.

Celeste Colgan asked if the IBOA should be firm in its advice to the university that there needs to be a certain number of students going abroad, or if rather that these are the kinds of experiences students should be having.

Dr. Miller said she does not know enough about the inner workings of International Programs to know if 25% of students going abroad in a few years' time is realistic. She said that right now there is a scholarship fund that gives students on average \$800 for study abroad, but that there is a big difference between going to Costa Rica for one semester and going somewhere else of a year or on a short-term, faculty-led program. She suggested that funding levels can be adjusted based on costs and that UW can dig below the surface a bit to find more resources to make it easier for more students to go abroad. She said that it would be very helpful to have advice on whether we are providing the right mix of experiences. She also said it would be valuable to have the Board's help in opening doors.

Nate Nicholas said that, with the way academia moves, he assumed a new director would not be on board until probably June or July of next year, but Dr. Miller insisted that she aims to bring someone on board this fall semester.

Provost Miller said that once the institutional strategic plan is in place they will move on to individual unit strategic plans. She sees IBOA as being able to assist in shaping the international strategic plan for

UW. She said that it is always valuable to see what other institutions, particularly UW's peers, are doing and to learn from that. She noted that a lot of valuable information was gathered in a study prepared by former ASUW president, Brian Schuler, at President Nichols' request. She invited the Board to help in gathering information, which will be invaluable for the new director coming in.

Cameron Nazminia asked if the high impact experience model would be very important going forward for an education at UW. Provost Miller replied that, while it may eventually be known by a different name, it is the model that she intends to use and it will be important. Cameron expressed approval for this direction.

Lucie Osborn asked about the duration of the strategic plan. Dr. Miller said that it is intended to set a definite direction and will then be evaluated every year, with the potential for moving the goalposts if needed. She said that goals might need to be changed if UW finds that it is doing really well and needs to be more ambitious, or if the metric being used is not working or is found to be not appropriate, or if something changes in the environment that tells us a given goal is no longer relevant.

Ashley Willms asked if UW is looking to universities outside the U.S. as peer comparator institutions also, or just to those inside the U.S. Dr. Miller said that there are no peer institutions outside the United States since UW needs to benchmark itself for its specific policy context. Ashley encouraged UW to look at international universities because there are a lot of very good universities doing superior work elsewhere, including places like Australia. Dr. Miller acknowledged Ashley's point, but drew the distinction between learning from international universities and actually designating them as a peer institution. She said that the Trustees are not going to want to designate universities outside the U.S. as peers for benchmark comparisons.

Representative Sue Wilson observed there is a need for a more focused approach to internationalization than just an office that promotes opportunities for students abroad. She said there is a need for "sister universities" that have multiple points of contact and focused connections based on faculty interests, trade interests, as well as providing a focus for language study.

Dr. Miller agreed with Representative Wilson that there is a need for focus in UW's international partnerships. She said that UW has "a bazillion" MOUs and agreements with other institutions, most of which are tied to a single faculty member's narrow interests. There is a need for someone to review these and find where there are multiple intersecting interests and focus on a broader, deeper institutional partnership.

For the record, though, UW has historically taken this broad-based institutional approach in certain, key institutional partnerships of which Provost Miller may not be fully aware: UW's "strategic initiatives" in places like Saratov, Russia; Shanghai, China; UVG, Guatemala; Pforzheim, Germany; and the University of the Sunshine Coast, Australia.

Acknowledging that she herself had studied two languages – French and Latin – in high school and college that did not then turn out to be needed much in her work, Dr. Miller also stated that UW needs to focus on which languages it wants to prioritize in its academic offerings. She said UW needs to focus its partnerships and academic connections, and then use that focus to guide decisions about what language study opportunities to stress and support.

Nate Nicholas asked if Dr. Miller considers the English Language Center to still be an important part of the internationalization strategy at UW, to which she responded that it is and that the person running it is ready to get things set up and running. She mentioned that she has been told UW cannot admit students in the summer, get them enrolled, covered by insurance, and from their home countries to UW. Sue Wilson said this must be something that the university can address, and Dr. Miller agreed.

Mary Katherine then demonstrated for the Board the online search tool on the IPO website for finding UW's existing international partnerships and agreements. She noted that people can search to see not only where agreements exist, but also what type of agreements they are.

Break and Departure of Provost Miller

Following the break, Mary Katherine Scott added further information on the transition plans to the new international office structure and its leadership. She acknowledged that uncertainties at an institution can sometimes seem more problematic to those who are not on the inside of information, so, to assuage concerns, she shared that Provost Miller had asked her to stay on as the interim director until the new executive director / associate provost position is filled. Mary Katherine acknowledged that she did not know exactly how long that might be yet. She thanked the Board for the opportunity and honor to have worked with such a talented group of people in this position.

Committee Breakout Sessions:

Chairman Nate Nicholas directed the Board toward its committee breakout working sessions and invited members to select a committee if they had not already done so. Ashley Willms volunteered for the 25x25 committee and Travis Koch and Sue Wilson both volunteered for the international internships committee.

Mary Katherine Scott noted that information relevant to the work of each committee and to guide their discussions in the breakout sessions was included under separate tabs in the Board packet.

Nate Nicholas said he envisions each committee putting together a white paper at the end of the breakout sessions to send to the Provost to identify for her some issue and items the Board would like to work on moving forward.

Committee Composition:

A. Fundraising Committee

Candace Garman (Chair), Celeste Colgan, Lucie Osborn, Tom Lubnau, Megan Degenfelder, Mary Katherine Scott

B. 25% by 2025 Committee

Cameron Nazminia (Chair), Oliver Walter, Chumba Limo, Mary Katherine Scott, Ashley Willms, External Members: Robert Aylward and Tim Nichols

C. International Internships Committee

Nate Nicholas (Chair), Paul Bergman, Chumba Limo, Mary Katherine Scott, Travis Koch, Sue Wilson, External Member: Rich Lindsey

Break for Lunch, Followed by Continuation of Committee Breakout Sessions

Committee Breakout Session Reports and Discussion:

Chairman Nate Nicholas called the Board back to order. He called on the committee chairs to report on their discussions and to prepare a white paper on their committee's topic.

A. Fundraising Committee – Candace Garman, Chair

Candace Garman said that Celeste Colgan will hold a conversation with the Foundation and that Candace will first meet with Mary Katherine Scott on collaborations with the Go Next company on travel projects and will then discuss it with Keener Frye of the UW Alumni Association. Lucie Osborn will head up the silent auction proposal. The committee plans to convene via telephone before the next Board meeting.

Celeste Colgan said the committee is taking a cautious approach to make sure everyone is on board. The new administration seems very emphatic about wanting the committee to investigate cruise or tour opportunities with the Alumni Association. At this point the committee is considering 2019 for the next speaker event following the Cheney family event on September 29th at UW.

For the Cheney family event, there will be a public conversation between Dick and Lynne about the impetus for their gift setting up the endowment fund for study abroad and what they hoped would come from it. There will also be a video about the fund's successes and the events will all take place in the Gateway Center. Questions from the audience will be collected on cards vetted by Ben Blalock. Prior to the event there will be an intimate luncheon that will include 30-40 Cheney scholars, but will not be open to the public. The Foundation has promised to advertise the event heavily across the state as part of UW's family weekend activities. Grace Perry, Liz Cheney's daughter who is also a barrel racer, will likely come and stay for the football game. The intention is to have this event be the start of a speaker series that will be held every 2 years.

Ashley Willms asked if the event would be simulcast. Mary Katherine Scott said that Wyoming PBS might broadcast it, but that the Cheneys need to give their permission first. Celeste Colgan suggested asking Ben Blalock to look into this. Ashley Willms said that people in Washington, DC might be interested in viewing it too. Mary Katherine said she would check on whether the Cheneys would be willing to be filmed first and would then talk with Wyoming Public Media.

Lucie Osborn said another question the committee had is how much it costs to send a student abroad to different locations and for different program types. Mary Katherine responded that currently for faculty-led programs the accounting is done in the home department so IPO does not see the figures, but that this is now in the process of changing. Over the next year the accounting for these kinds of programs will come to IPO. For any kind of semester or year-long program cost information is available

in IPO since IPO staff work directly with the overseas partner university or third-party program provider on costs. Lucie said that this cost information could be included in the silent auction event to have people bid on sending a student abroad on a particular type of program. Mary Katherine said that Jean Garrison had tried this kind of approach by asking her program's donors to fund a flight for one student (at a cost of \$1500), but that it apparently did not elicit much interest.

Nate Nicholas said that it is important to remember that units like the Center for Global Studies (CGS – Jean Garrison's unit) are also fundraising for international experiences. He said the Board does not necessarily have to have a grand slam event to raise funds. In the time it takes the Board to plan for an event, Jean Garrison is able to go around the state raising individual donations that may add up to around \$20,000 or more. Cameron Nazminia and Nate Nicholas recommended that people let their friends and contacts know about IPO's website link for giving.

B. 25% by 2025 Committee – Cameron Nazminia, Chair

Cameron Nazminia noted that the packet included only the first page rather than the full white paper on the 25x25 initiative. He highlighted figures from the paper, noting that numbers of students going abroad are listed in bullets near the bottom of the page. He observed there was clearly an increase in number of student going abroad due to the Cheney money and the university getting organized around the goal of sending more students. From the discussion with Provost Miller earlier in this meeting, he said there is a need to ask what the numbers are going to be for the next time period going forward. Cameron said he thinks Provost Miller does not want to be tied to a particular target number, so the committee has proposed changing the name of this initiative from "25x25" to "Going Global Experience" to better tie in with the High Impact Learning Experience (HILE) plan. He said the committee will tease out the goal for the next time period and how to measure it. The main strategy is to emphasize growth. He indicated the numbers listed in the present white paper do not include international service learning projects (such as the alternative spring break trips) or private international travel experiences (such as LDS missions).

Nate Nicholas asked if a university-wide survey could be given to ask students if they went abroad during their university studies. Mary Katherine Scott said that we could conduct such a survey, but that for activities not affiliated with UW we could not give scholarship support or count those numbers for university-reported statistics. Because of restrictions placed by donors or because of a particular type of scholarship, some scholarships cannot be awarded for non-credit-bearing programs. Activities such as international travel for a conference cannot be counted because it is not credit-bearing. There is a need to figure out what kind of experiences and what length of experience may count as a "high impact experience". The Service Learning and Community Engagement (SLCE) office is now sharing its international travel data with IPO. Nate suggested starting with a survey of faculty or departments to capture the full picture of travel abroad.

Ashley Willms said there is a need to count international students at UW as having a study abroad experience. Sue Wilson also suggested counting students who have been deployed abroad in the military as having an overseas experience.

Nate Nicholas noted that the IBOA charter does have a relatively specific goal and that there should be a focus on the types of experiences the IBOA supports and advocates. He also said that numbers of foreign students coming to UW are easy to capture since their information goes through ISSO.

Cameron Nazminia suggested including these recommendations in the white paper.

C. International Internships Committee – Nate Nicholas, Chair

Nate Nicholas noted that Representative Sue Wilson has an extensive list of companies in Wyoming and that she and Travis Koch can start having conversations with them to discuss setting up internships. Mary Katherine Scott and Nate Nicholas will have a conversation with Jo Chytka of the Career Advising Center and also the Johnson Career Center in the College of Business to talk about setting up internship opportunities. In the next few weeks Nate will put out a report with the names of companies and he invited Board members to contact those that they may have ties with. He said that he would also list the members of the international internships committee so that Board members would know whom to put companies in contact with for continued discussions.

Candace Garman asked Mary Katherine Scott if IPO has a new major gift officer yet. Mary Katherine said that it does not, but that she has been working with the major gift officers for various departments and colleges since one has not been assigned yet to IPO separately.

Representative Sue Wilson suggested that the IBOA insert itself more directly in the selection process for the new international director. There was general discussion about the last failed search for a director and the Board's involvement in that process. Nate Nicholas said he will send a letter to the Provost to put forward names of Board members suggested for inclusion on the search committee.

Planning for Next Meeting:

Discussion on the timing of the next IBOA meeting included the following considerations:

- A meeting in conjunction with the Cheney event and UW Family Weekend on September 29th may be impractical because of the many other events also occurring that weekend including the Energy Day event.
- A single day meeting would be preferable to a two-day meeting.
- Early October has too many time conflicts for several members of the Board.
- The UW Art Gala event on October 21st might provide a good opportunity to meet. A table at the Art Gala costs \$3500 for 10 people. If there is enough interest, the Board could meet earlier in the day and then stay for the Gala that evening with its own table.

The next meeting, decided by general consensus, was set for October 21st. **DECISION MADE.**

Chairman Nate Nicholas asked committee chairs to submit their written white papers to him and to Mary Katherine Scott by August 10th. They will then be compiled and submitted to the whole Board and to the Provost, Kate Miller, and the Associate Provost for Undergraduate Education, Anne Alexander. **DECISION MADE.**

Lucie Osborn said that since it is unknown at this time whether Mary Katherine Scott will be director at the time of the next meeting, she wished to publicly thank Mary Katherine for her leadership and also for helping Lucie to become more familiar with how UW works. She said it has been a pleasure and an honor working with Mary Katherine.

The meeting was formally adjourned at 2:35 pm.