

# Seattle University Academic Affairs Portfolio and Operations Review Spring 2016 Associate Provost Template

**Area: Global Engagement**

**Date: June 1 ,2016**

**Name of Primary Respondent: Russell Powell**

## Part A: Associate Provost Office Assessment

### Key Activities

List the **key activities handled by your office**. Limit to 3-6 functions, plus “management/supervision” and “other.” The “other” category encompasses miscellaneous work like serving on committees and should not exceed 10% of your department’s time.

#### # Activity

- 1 Global Initiatives – Nicaragua, Africa, China, India
- 2 Faculty & Staff Immigration
- 3 Advancement for Global Engagement
- 4 Global Grant Administration
- 5 International Student Recruiting, Support and Program Development
- 6 Hosting International Visits
- 7 Management/Supervision
- 8 Other

### Analysis of Cost

Data already submitted. I do note, that most global engagement activities are currently funded out of gift accounts. We have a target of \$14.5m and have raised approximately \$4m so far. Presuming that the capital campaign continues to be successful, most programming costs will be endowed. However, the university will have to make some money available for strategic investment not covered by endowment (as it is doing for FY17). The most significant current cost consideration is whether and how to fund the Associate Provost for Global Engagement position.

### Opportunities for Change

The university needs to decide how to prioritize Global Engagement, particularly the Associate Provost position. It is currently funded by a modest stipend, which is not appropriate for what was and continues to be a full-time position. The current situation is not sustainable. Either, it needs to be adequately funded as a 1.0 FTE, or expectations for this area need to be significantly curtailed.

A more modest set of expectations for 0.5 FTE is conceivable. It might also be possible to roll supervisory for global into one of the other associate provost positions. I note that this would be a very negative signal regarding the priority of global engagement at the university.

## Part B: Collective Assessment Associate Provost Area

## Organizational Charts

Attached

## Key Goals and Responsibilities

- Develop relationships with international universities in key strategic locations: Nicaragua, India, China, and the Middle East.
- Develop and support programs that give University students an opportunity for international education and leadership development.
- Support international research and scholarship via the disbursement of University gifts in the form of Global Grants and Global Research Grants.
- Support international programs throughout the University.
- Support employment and retention of international faculty visa and permanent residence processing. Maintain policies and procedures for employing international faculty for the University.
- Work with Advancement on raising financial support for global programming and scholarships.

## Achievement

- Established new student exchange and study programs with Universities and Organizations in Japan, China, the Middle East, India, and Africa.
- Development of Global Initiatives in India through faculty and staff exchanges coordinated with St. Joseph's College in Bangalore, India: In AY 2015/16, two faculty members from St. Joseph's College came to Seattle University, one as a visiting scholar and the other as a visiting professor. Various faculty and staff then visited St. Joseph's College to further develop partnerships and research and scholarship. We are supporting two additional faculty visits to S. Joseph's in the summer and fall. This partnership may qualify for grant funding that we will apply for in the fall.
- Continued to support and expand the Global Initiative in Nicaragua and Central America: provided opportunities for Seattle University faculty to conduct research and scholarship with faculty of Universidad Centroamericana in Managua, Nicaragua; funded participation of staff and faculty in conferences held at UCA in Managua; and hosted UCA faculty at Seattle University to facilitate joint programs and research. This relationship is a model for our other initiatives and for other Jesuit universities.
- We are receiving students and may exchange faculty with two prominent universities in Saudi Arabia (which will help to offset the decline we will have as a result of KSA scholarships ending). I have also been advised that as a result of my visit to the Ministry of Education in Kuwait, SU will again be able to receive Kuwaiti students. We are pursuing joint programs with Bahceshir in Istanbul at the recommendation of Trustee, Mohammad Alaabbar.
- In China, we are cooperating much more closely with the Beijing Center. I have negotiated a 30% drop in tuition for our students, which will make the program more accessible. They are also facilitating our engagement with their host institution. Hang Seng Business University also received me and is interested in partnering with Albers. We are currently finalizing exchange agreements with the 2 top universities in South China, Sun Yat-sen University in Guangzhou, and the University of Hong Kong.
- There are possible plans to found a Jesuit university in Ethiopia, and I am working with one of our donors to make sure that we establish a strategic partnership as early as possible if that does happen.

- Awarded nine global grants in AY 15/16 to University faculty from four different colleges to promote research and development with an international focus.
- Established and promulgated formal policies and procedures regarding recruiting and retaining international faculty.
- Facilitated the arrival of more than ten visiting professors and research scholars in AY 15/16. Sponsored new and renewal work visas for seven faculty and staff members. Worked with outside counsel to submit permanent residence petitions for four faculty members. Established a new relationship with Ware Immigration, a nationally recognized immigration counsel for future immigration support.
- We have initiated the Managed Study Abroad system, which at this point is projected to save the university more than \$80,000 over the previous system and improving our budget predictions, while making international experiences accessible to a much wider number of students.
- The capital campaign is going very well for Global Engagement. We have raised nearly four million dollars, which will permanently endow our work in Central America and half of our Global Grant Program. I am working very closely with Advancement to meet our target of \$14.5m. In particular, we are targeting scholarships for international students from underrepresented regions and our initiatives in India, China and Africa.
- I have directed the overhaul of our website and commissioned several professional videos which are embedded in the site. Faculty, students and staff have commented that global issues are gradually becoming better advertised and coordinated.

**Analysis of Value**

Analyze the return on investment of your area’s activities, programs, and services by placing them in the appropriate quadrant.

Cost ↑	<i>High cost/low impact (HCLI)</i>	<i>High cost/high impact (HCHI)</i> Immigration Support Advancement Support On-campus Global Programming and Media
	<i>Low cost/low impact (LCLI)</i>	<i>Low cost/high impact (LCHI)</i> Global Grants and Global Research Grants Funding Regional Initiatives Facilitating international visits and exchanges
	Impact →	

**Opportunities for Change**

Describe the effect should your area have significantly **more resources** than it does now. What more could you do to support the mission and strategic goals of the university? (Define “significantly” at a level that makes sense for you. If you are looking for guidance, think 20% more budget or time than you have now.) Particularly focus on the high impact activities.

Describe the effect should your area have significantly **fewer resources** than it does now. What would you choose to stop doing? How would this impact your ability to support the mission and strategic goals of the university? Particularly focus on the high cost/low impact activities. Are there are ways you can streamline your work?

Setting aside resources, what creative thinking can you share regarding how your area can become **better and more effective**, increasing impact? Are there ways to **redesign** the area such that it could better fulfill its role? Are there different ways of working with **other areas** that could improve the performance of the university more broadly?

The Office of Global Engagement recently transitioned to a smaller operating budget. Several positions, including that of the Associate Provost, were reduced to part time positions. Despite this reduction, the office has still been able to achieve a great number of successes in the field, including developing new relationships with Universities in other countries, further involving faculty and staff into existing programs, and successfully maintaining the University's faculty immigration program.

Since its inception, the Office of Global Engagement has sponsored cultural events such as Eye on India, international film screenings, faculty development programs, and additional programs. Since the budget reduction, most of the programs have been terminated. With **more resources** available, the Office of Global Engagement would be able to host more international programs both internally and with partner institutions and organizations. We need to consider whether to fund the Associate Provost position as a 1.0FTE. With such funding, that person would be more broadly available to develop programs and raise funds. Additional funds would also allow us to participate in networks that will be important for advancement (memberships in local NGO's, hosting tables for key funder events, etc.). Additional money will also allow us to develop programs, which is critical for raising additional endowment.

In contrast, if **fewer resources** were available, it would further strain the existing operations of the department. Whether it be cutting existing programs, reducing international travel for relationship building, or other Global Engagement activities, the function of the Office would be restricted substantively if a reduction of resources occurred.

One area of success has been in adopting a faculty coordinator for the University's Nicaragua Initiative. Having a dedicated faculty member knowledgeable about the area and acquainted with faculty from our partner university has brought significant success to the program. Implementing this sort of arrangement for other Global Initiative regions would be an area for marked improvement moving forward.

One area of potential re-implementation would be in the processing of work visas for international faculty and staff. In AY 2015/16, four of seven H1B visa requests or extensions had to be expedited at the cost of \$1,225 each. Although the reason for expediting those visa requests varied for each case, poor inter-departmental communication was a significant factor in each. Re-evaluating the hiring process for both faculty and staff and developing a process that includes provisions for timely filing of employment sponsorship would result in cost savings over time.