

College of Agricultural Sciences

INTERNATIONAL PROGRAMS

International Programs in the College of Agricultural Sciences:

Sustaining Success (2005-2008)

Report of the International Programs Advisory Council

Draft Submitted to Dean Robert Steele

June 2004

Final Submitted July 2004

I. Executive Summary

“The College is committed to mobilizing its tremendous resources and expertise to address the pressing global food and natural resource challenges of the 21st century, recognizing that through international programs we can expand the knowledge base, provide a richer educational experience for our students, gain a global perspective on issues affecting Pennsylvania, and positively impact the Pennsylvania agriculture and food sector.”

Just over three years ago, the College made a strategic decision to reinvest in international programs as key to enhancing the overall mission of the College. As outlined in the June 2001 International Programs Advisory Council’s report to the Dean and captured in the College’s strategic Plan from 2002-2005, the College identified four priority areas for action: Sparking Student Interest; Changing the College Culture; Creating New Partnerships; and Creating “Flagship” Programs.

Over the past three years, the College has made tremendous progress in these four areas and as we look ahead, the challenge will be to build on these successes and address continued opportunities for growth. The International Programs Advisory Council has recommended the following areas of focus for the coming strategic planning cycle (2005-2008):

- 1) Institutionalizing International Programs in the College. Although the College has made great progress in developing international programs as part of the teaching, research, and outreach missions, the coming three years will be a critical period of time to formalize the internationalization process. IPAC recommends developing approaches to ensure that international programs are a regularized part of all aspects of the College’s activities.
- 2) Building Student Programs, Undergraduate and Graduate. The College has yet to adequately articulate the value of international experience to its students. IPAC recommends continued concentrated effort to continue to grow the number of students studying overseas and to encourage students to go abroad for longer, more in-depth experiences. In addition, the College has yet to address the special needs of the graduate student population and the challenges associated with building international research into graduate programs.
- 3) Increasing Alternative Sources of Funding. As the traditional sources of funding for international work remains tight and with the College’s budget under stress, IPAC suggests the development of strategies to tap into new sources of funding and assessments of how to leverage available funds more creatively.
- 4) Deepening Flagship Programs. The “flagship” programs have developed some core activities, but their potential is unrealized and they offer additional opportunity for

greater involvement in the College. IPAC recommends a review of the programs to better assess how to capitalize on success to date.

II. Background

Just over three years ago, the College made a strategic decision to reinvest in international programs as key to enhancing the overall mission of the College. The College made this investment based on a fundamental philosophy comprised of four key issues that continue to drive our programs today:

- **Challenge is Global.** Despite economic prosperity and rising living standards in many parts of the world, 2 billion people suffer from malnutrition and food demand is projected to double by 2025, according to the International Food Policy Research Institute (IFPRI). Coupled with rapid population growth and urbanization in the world's poorest countries, the food and natural resource challenges of this century are critical. The College has an obligation to work internationally, to share expertise, and work towards a healthy global population and environment—it is the right thing to do.
- **Markets are Global.** Exports of Pennsylvania food, agricultural, and forestry related products are more than \$1.5 billion annually, according to the Pennsylvania Department of Agriculture, with Canada as the primary export market. Other countries who are major importers of Pennsylvania products include Brazil, Germany, Indonesia, Israel, Italy, Japan, Mexico, People's Republic of China, Philippines, Russia, Saudi Arabia, South Korea, Taiwan, and the United Kingdom. The College needs to prepare its graduates to be players in the global marketplace, involve local business and community leaders in programs, and consider growing markets for Pennsylvania products as it decides on strategic initiatives.
- **Research is Global.** With government support for research declining around the world, it is important to collaborate to leverage increasingly scarce resources. Working internationally also gives our scientists access to the best sites, facilities, ideas, technologies and experiences. Indeed, the number of internationally co-authored papers is increasing (17% in 1981; 29% in 1995), according to a study by the RAND Corporation. The College needs to ensure that its faculty has regular interactions with centers of excellence around the world. Disease, environmental, agricultural and food issues, and other challenges of the 21st century, know no borders!
- **Communities are Global.** Pennsylvania, settled primarily by Germans and other Europeans in its early years, has a rich cultural heritage and a changing face. According to 2000 census data, Pennsylvania's Hispanic population has grown by 70% since 1990, and its Asian population has grown by 60%. The College needs to make sure its faculty, graduates and extension professionals have opportunities to experience other cultures and learn other languages, particularly those that have formed the Pennsylvania of today and are shaping the Pennsylvania of the future.

II. Progress to Date

As outlined in the June 2001 International Programs Advisory Council's report to the Dean (see Appendix 1) and captured in the College's Strategic Plan from 2002-2005, the College identified four priority areas as key to success: Sparking Student Interest; Changing the College Culture; Creating New Partnerships; and Creating "Flagship" Programs. Over the past three years, the College has made remarkable progress in each of these key areas. Highlights include:

Student Involvement. The Office of International Programs worked with faculty and staff to boost the number of students going abroad to 5% of the student population (up from .5% two years ago.)

External Funding. During the past three years, the number of proposals written and funded has skyrocketed, with more than \$2 million new grant dollars coming into the College for international work. These funds have come from non-traditional sources including Department of Defense, Department of State, and Department of Education. In addition, the Office has been successful in securing foundation and donor support for its programs, with three new endowments to support student participation in international experiences.

Flagship Programs. The Office has hired two program coordinators to lead its programs in Central and Eastern Europe and Latin America/Caribbean. Both program coordinators are on majority soft funding.

For a full review of international programs in the College, please see the Three Year Review conducted by the International Programs Advisory Council, October 2003 at Appendix 2.

III. Looking Ahead--Program Recommendations

Over the past three years, the College has made tremendous progress in these four areas and as we look ahead, the challenge will be to build on these successes and address continued opportunities for growth. The International Programs Advisory Council has recommended the following areas of focus for the coming strategic planning cycle (2005-2008):

1. Institutionalizing International Programs in the College. Although the College has made great progress in developing international programs as part of the teaching, research, and outreach missions, the coming three years will be a critical period of time to formalize the internationalization process and to make internationalization part of the cultural "norm" for the College. IPAC points out that success will depend on the Director continuing to be a key player in the leadership team for the College. IPAC recommends the following initiatives to ensure that international programs are a regularized part of all aspects of the College's activities.

- Develop a focused marketing approach in coordination with College-wide effort. IPAC believes that the College's international programs should be a feature in any future College-wide marketing efforts. Our international programs for students should be recognized as an important tool in the recruitment and retention of the best students. Our faculty's work around the world should be highlighted as part of an effort to illustrate our relevance and leadership in key areas related to agriculture.
- Improve communication with departments. IPAC believes that more regularized communication with the departments will be critical to successful institutionalization. IPAC recommends that the Office work more directly with the unit leaders, for example, to improve the visibility of faculty achievements internationally. The Office should also work towards better one-on-one relationships with advisors in each of the units to have a better understanding and partnership to promote the development of international opportunities for students.
- Improve the P&T and field staff evaluation processes. IPAC argues that until the reward system better reflects the priority that the College has put on internationalization, we will not be successful in our institutionalization goal. IPAC urges the Director of International Programs to encourage a better mentoring process in the College so that young faculty members understand how to use international work to advance their careers. The Director should also continue to work with the Dean to ensure that appropriate messages regarding international work are sent to the various unit and College review committees.
- Create new facilities. IPAC encourages the Director to explore the possibility of creating an International Guesthouse at one of the College's facilities to provide adequate and affordable housing for international visitors. IPAC also encourages the Director to look for opportunities to improve the office space for International Programs and suggests that the moves associated with new buildings might provide larger, more visible space.

2. Building Student Programs, Undergraduate and Graduate. The College has yet to adequately articulate the value of international experience to its students—both undergraduate and graduate. IPAC recommends a continued concentrated effort to continue to grow the number of undergraduate students studying overseas and for longer, more in-depth experiences. In addition, IPAC recommends a focused effort to address the special needs of the graduate student population and the challenges associated with building international research into graduate programs. Programs to support this initiative include:

- Create Short-term Study Tours in each unit as part of residential education curriculum. Over the next three years, IPAC recommends that the Office work towards the goal of creating a study tour in each unit. IPAC suggests a focused

effort, working closely with each unit to develop an appropriate program—ideally embedded in the curriculum—where the potential for external funding sources could be secured.

- Conduct focused fundraising effort. IPAC encourages the Director to continue to work with the Office of Development to secure additional scholarships, such as the GOTCHA fund, to support students seeking to build an international experience into their curriculum.
- Continue growth of the INTAG minor. The past three years have seen a steady build up of the INTAG minor—we now have more students enrolled in the minor than we did 10 years ago. IPAC recommends we continue to seek ways to support and grow the minor—a unique offering among land-grant institutions.
- Improve Cooperation. Success in this area will depend on closer cooperation with other offices in the College and in the University. In particular, IPAC strongly urges better communication and cooperation with the College's Office of Undergraduate Education. Better ties need to be developed in the area of recruiting students to the College and in promoting international experiences, via high school and DUS recruiting events, Governor's School, FTCAP, etc. The two offices also should work better together in scholarship awards, reaching advisors, and surveying graduating seniors. IPAC also recommends that the Office of International Programs work with the Office of Research and Graduate Education to develop new competitive grants programs to help graduate students participate in international research. International Programs should also work with the Office of Research and Graduate Education to ensure that international research activities are better captured and reported in College reporting systems. Finally, IPAC recommends that the Office of International Programs work better with the University office of International Programs and other campuses to leverage resources and develop new models of student exchange programs.

3. Increasing and Leveraging Sources of Funding. As the traditional sources of funding for international work remains tight and with the College's budget under stress, IPAC suggests the following strategies to tap into new sources of funding and assessments of how to leverage available funds more creatively:

- Identify strategic targets. IPAC recommends that the Office of International Programs work with the units to develop fundraising strategies for international opportunities, particularly for student programs. In addition, the Office's flagship coordinators should identify and promote new revenue sources for work in Central and Eastern Europe and Latin America. IPAC also recommends that the Office have more regular contact with the Development office and with the Office of Corporate and Foundation relations in Old Main.
- Explore new programs and audiences. IPAC recommends that the Director explore new programs to reach industry audiences (such as international executive

education programs) and develop a plan to market the College's conferences and short-courses to potential international audiences.

- Integrate faculty research overseas with opportunities for students. IPAC strongly recommends that the Office refocus the Global Travel Fund to better leverage external research funds. IPAC recommends the creation of a new fund, the Tag-Along Fund, which would allow faculty with research grants to bring staff, other faculty, graduate or undergraduate students to their research sites overseas.
- Consider adding new focus areas in Africa and China. IPAC recognizes that the strategy of "flagship" programs in Central and Eastern Europe and Latin America has its advantages, but encourages the Director to consider building new focus areas in Africa and China. Several countries in Africa will be eligible for new funding from the federal government through the Millennium Challenge Grant, as well as possible new funding for education from USAID.

4. Deepening Flagship Programs. The "flagship" programs have developed some core activities, but their potential is unrealized and they offer additional opportunity for greater involvement in the College. IPAC recommends a review of the programs to better assess how to capitalize on success to date. Such a review would reveal the strengths and weaknesses of the programs, designate specific areas of success to build on and target for funding, and identify opportunities for greater involvement by additional faculty, staff and extension educators.

IV. Resource Recommendations

IPAC recognizes that the Office has been successful in raising external funding to support the growth in personnel in the Office and encourages the Director to sustain that effort. The current number of staff in the Office seems appropriate for the level of work at this point in time and IPAC is not making any recommendations for staff changes.

IPAC also recognizes that the Office has been successful its budget management over the past three years and encourages the Director in her efforts to continue to be strategic and focused in her allocations and expenditures. Based on the budget over the past three years, IPAC recommends that the Office be allocated the following budget for the coming three years:

- Operating Budget @ \$26,000/year (to include staff travel, staff development, supplies and equipment, hospitality and promotional)
- Study Tour Fund @ \$15,000/year (to be used strategically in partnership with units to develop sustainable study tour programs as an integral part of the curriculum)

- Tag-Along Fund @ \$20,000/year (to be awarded competitively to faculty who are working internationally and are willing to give other faculty, students or staff an international experience)
- INTAG Fund @ \$10,000/year (to continue to promote the minor and support the study tour requirement for students in the minor)
- Program Fund @ \$40,000/year (to be allocated at the discretion of the Director to support the development of programs with broad potential across the College)

V. Performance Indicators

Area of Focus	Indicators
2. Building Student Programs, Undergraduate and Graduate	Number of students with international experiences
2. Building Student Programs, Undergraduate and Graduate 3. Increasing and Leveraging Sources of Funding 4. Deepening Flagship Programs	Amount of extramural funding raised
3. Increasing and Leveraging Sources of Funding	Number of international visitors to the College
1. Institutionalizing International Programs in the College 4. Deepening Flagship Programs	Number of faculty, extension educators, and staff participating in international programs
2. Building Student Programs, Undergraduate and Graduate	Number of students enrolling in International Ag minor
1. Institutionalizing International Programs in the College	Number of publications (Printed or on-line)

VI. Future Reporting Format

The Office of International Programs’ International Programs Advisory Council will review this strategic plan annually to ensure that it is in concert with the College and University overall strategic mission. IPAC membership (see attached list) will also be reviewed annually.

College of Agricultural Sciences
International Programs Advisory Council Members

IPAC 2001 - 2004 Members
Ted Alter , Cooperative Extension and Outreach 863-3438
Ramaswamy Anantheswaran , Food Science 865-3004
Tom Bruening , Agricultural and Extension Education 863-7420
Dennis Buffington , Agricultural and Biological Engineering 865-2971
Barbara Christ , Plant Pathology 863 2068
Danielle Cowden , undergraduate student 2001-2003
2004 undergraduate student To be appointed
Ymène Fouli , graduate student 863 7661 (Appointed 2003)
Mike Jacobson , School of Forest Resources 863-0401
Bhushan Jayarao , Veterinary Science 863-5939
Andrew Martin , Cooperative Extension, Juniata County 717-436-7744
Siela Maximova , Horticulture 863-2257
Larry Muller , Dairy and Animal Sciences 863-4205
Paul H. Patterson , Poultry Science 865-3414 (appointed 2/2004)
Ed Rajotte , Entomology 863-4641
Steve Smith , Agricultural Economics and Rural Sociology 863-8245
Rich Stehouwer , Crop and Soil Sciences 863-7460
International Programs Office:
Deanna Behring , Director 863-0249
Claudine Nuerberger , Project Associate 863-5846



July 22, 2004

MEMO

TO: Robert Steele, Dean of the College of Agricultural Sciences
FROM: Deanna Behring, Director Office of International Programs
RE: IPAC Report of Recommendations 2005-2008

On behalf of IPAC, I am forwarding you the final report with recommendations on programs, policies, and resources for the Office of International Programs and the College of Agricultural Sciences for 2005-2008.

This IPAC plan builds on key program recommendations from the first IPAC strategic plan (June 2001), incorporating lessons learned from the three-year review, and lays out a targeted agenda for continued successful growth.

This report makes an argument for continued investment in four strategic areas and highlights resource recommendations that cut across our teaching, research and extension mission.

IPAC stands ready to work with you to further improve or modify the report as needed and offers to continue to function as a consultative body to oversee implementation of the final report.

cc: Associate Deans
IPAC Members

Enclosure