# Opportunities in International Programming

*College of Agriculture and Life Sciences*  
*North Carolina State University*  

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Executive Summary

International Programs Scoping Committee
College of Agriculture and Life Sciences
North Carolina State University

In November 2007, Dean Johnny Wynne charged a group of faculty and administrators with reviewing the current situation regarding international programming in the College of Agriculture and Life Sciences (CALS) and to make recommendations regarding the future staffing and programming in this area. The group, identified as the International Programs Scoping Committee, gathered information, met with Vice-Provost Dr. Li, discussed opportunities and issues related to international programming in CALS, and formulated recommendations.

The International Programs Scoping Committee discussed the need for the presence of a college-level administrator, a support staff, an office and an operating budget devoted to international programs within CALS. It would be the expectation that the college International Programs office would facilitate programming within and among the functions of teaching, extension and research, for the purpose of positioning the college as a leader in international programming in agriculture and the life sciences. Issues related to the need and process of establishing priorities, resourcing priorities and personnel were discussed.

The International Programs Scoping Committee recommends the following:

1. A Director be appointed to lead the International Programs office in CALS on a full-time basis with the title of Associate Dean or Assistant Dean.
2. The International Programs office be given a staff and an operating budget.
3. The dean and college administrative team seek ways to incorporate international programming into the strategic plan of the college, fully integrating the international programs into the academic, research and extension functions.
4. The dean and college administrative team seek ways to embrace faculty, students and staff involvement in international programming.
5. The International Programs office review its strategic plan, develop assessable outcomes, and articulate its programs and impacts to others.
6. Policies be established for individuals participating in international programming, including appropriate means for providing input and an appropriate reward structure.
7. The role of the IPAC (International Programs Advisory Council) should be reviewed.

The International Programs Scoping Committee recommends that CALS begin the process of recruiting a Director for International Programs as soon as possible so that the college’s legacy in international programming can be maintained.
Introduction

The College of Agriculture and Life Science has been involved in international activities and programs for more than 50 years. Through the years, international programming in various disciplinary areas developed from time to time involving various areas of the world, only to wane due to lack of faculty engagement, extramural funding, and administrative leadership. Even though these programming efforts changed through the years, the reputation of the faculty and programs in CALS has attracted international graduate students and visiting faculty/scholars.

The leadership of the international programs area in CALS has changed through the years. At various times, administrative leaders for international programs have held part-time or full-time appointments at the college level or within one of the functional units (i.e., research). Personnel and budgetary resources have also been administered in various ways, sometimes as part of one of the functions in the college and sometimes as an independent program. An advisory committee composed primarily of faculty was established in the 1990s to provide assistance and advice to the director of the international programs in the college.

The college has currently reached another threshold of opportunity. The position of Assistant Dean for International Programs is vacant, and there is a realization that opportunities are growing for more international involvement as the world becomes seemingly smaller. Advanced communication technologies, global environmental and social concerns, and ease of international travel provide the ingredients for more sophisticated interactions among the world’s inhabitants. It is becoming more evident that solutions to researchers’ problems, exchange of ideas among students, and delivery of knowledge by extension workers involve individuals from the US as well as individuals around the globe. Thus the college has the opportunity at this point in time to address these emerging opportunities.

Dean Johnny Wynne appointed a committee on November 28, 2007, to provide direction to the future program efforts in international activities in the College of Agriculture and Life Sciences. The composition of the committee was:

- Betsy Brown
- Ken Esbenshade, Chair
- Jim Harper
- Jerry Huntington
- Julia Kornegay
- Tyre Lanier
- Steve Lommel
- Paul Mueller
- Deanna Osmond
- Jean Ristaino
- Joe Zublena

The committee was asked to prepare a white paper on strategic opportunities for international programs in the college, including programming related to the teaching, research and extension
functions. In addition, the committee was asked to draft a position description for an Assistant Dean for International Programs in the college.

Beginning in January 2008, the committee met several times to discuss opportunities in the international programs area and to identify issues preventing the program from achieving its goals. The committee reviewed documents and discussed issues and opportunities relative to international programming in the college. Also, Vice Provost Li met with the committee to discuss the University’s goals for international programming and how the university and college levels might interact in a positive and meaningful manner.

**Strategic Plan and Investment Priorities of the Office of International Affairs at NC State University**

One of the Investment Priorities of NC State University is to “Integrate Global Perspectives in our Programs and Functions” (NC State University Strategic Plan, 2006). This priority is carried out by the Office of International Affairs led by Vice Provost Dr. Bailian Li. The Office of International Affairs provides leadership, innovation, and coordination to achieve NC State’s goals of integrating global perspectives into all aspects of the University’s mission – teaching, research, extension and engagement – and to strengthen NC State’s international presence in the world ([www.ncsu.edu/oia](http://www.ncsu.edu/oia)).

To facilitate the programs and responsibilities of the Office of International Affairs, the office is composed of the following units: Office of International Services (OIS), Study Abroad Office (SAO), North Carolina Japan Center (NCJC), Confucius Institute (CI) and the Global Training Initiative (GTI). Each of the units has specific responsibilities as follows: OIS provides support for international faculty, students and staff at NC State; SAO provides services and opportunities for NC State students to study abroad; NCJC supports the development of academic, cultural and economic ties with Japan; CI supports the increase in understanding of Chinese language and culture; and GTI provides programming and support for visiting international students.

The Office of International Affairs collaborates with the Deans and with faculty, staff and students to accomplish their programmatic goals. They work with the University Standing Committee of International Programs and the International Operations Council to provide a comprehensive program of international activities and to develop university policies and procedures relevant to internationalization of the NC State campus and the faculty, staff and students.

The goals for international programs at NC State are to internationalize the academic experience, to improve international linkages, to better internationalize NC State faculty, to increase the number of international students studying at NC State, and to increase participation in study abroad opportunities by NC State students. The specific action steps that are being taken to accomplish these goals are as follows:

- Integrate international experiences into the university curriculum
- Build strong linkages with multiple colleges and units
• Develop international centers in major regions of the world
• Encourage faculty exchanges and international sabbaticals
• Host international scholars and executives in residence
• Establish a Faculty International Leadership and Expertise Program
• Organize international conferences/symposium on international themes
• Integrate distance education instruction into the internationalization effort
• Promote a development campaign for internationalization

The Office of International Affairs embraces college programming relative to international activities. Additional coordination and collaboration, and joint programming would be welcomed.

Opportunities for Programming by the College of Agriculture and Life Sciences in International Activities

Opportunities Related to the Existence of a College-Level International Programs Office: The presence of an International Programs office in the College of Agriculture and Life Sciences creates numerous opportunities to enhance the reputation of the college and NC State University by interacting with faculty, students, and staff locally, nationally and internationally. Development and exchange of ideas, information and personnel among institutions, governments, and businesses integrates a global perspective in the academic, research and extension programming in CALS and at NC State. The enhancement of a global awareness and cultural understanding fulfills the land-grant mission of the university and is critical to the success of faculty, students and staff.

Examples of objectives for an International Programs Office are:
• Create and articulate a vision for international programming in CALS
• Integrate international programming into the teaching, research and extension functions in CALS
• Collaborate with the Office of International Affairs to align the college’s programs with the vision of NC State for international initiatives
• Seek ways to internationalize the faculty, students and staff in CALS
• Encourage faculty to take international study leaves
• Establish international partners, including academic institutions, businesses, governments, and research institutes
• Encourage and assist in the collaboration of CALS faculty/staff with international partners
• Identify sources of funding to support programming efforts in the college and facilitate alignment of funding opportunities with faculty/staff expertise

Opportunities Related to Academic Programming: Students must be made aware of global perspectives so they can be successful in whatever endeavors they undertake. It is incumbent on CALS to provide an international perspective for undergraduate and graduate students, as well as
the nontraditional learner who accesses our courses and programs. Student learning, and ultimately success, is dependent upon understanding the global context of today’s world and the uniqueness of people due to history, culture and language. Academic programming must involve a comprehensive portfolio of experiences including opportunities to interact with individuals from other areas of the world on the NC State campus as well as opportunities for international travel and cultural emergence.

Examples of objectives of international programming in academics are:

- Seek ways to bring an international perspective to resident NC State students
- Establish courses and programs in international agriculture and life sciences
- Facilitate CALS students studying abroad
- Establish linkages for international internship and research opportunities for CALS students
- Work with international students studying at NC State
- Collaborate with CALS Advancement Office in interacting with CALS alumni who are in international settings

**Opportunities Related to Extension Programming:** Extension, outreach and service have been hallmarks of CALS and are just as important in today’s global marketplace as in years past. Extension personnel must be aware of the developments occurring beyond the borders of the country particularly as they impact the citizens of North Carolina. Information exchange with international partners elevates cultural awareness and leads to better business and governmental practices. Extension personnel must facilitate a dialogue among their clientele that includes an international dimension for the enhancement of personal and professional opportunities.

Examples of objectives of international programming in extension are:

- Develop faculty via international travel
- Organize and conduct international meetings, workshops and conferences locally, nationally or internationally
- Assist international economic development via collaborations
- Establish international friendship programs for extension workers and clientele
- Bring international visitors in contact with extension workers and clientele

**Opportunities Related to Research Programming:** Discovering new knowledge and transferring new technologies to the work place extends beyond country borders. Faculty, staff and students in CALS embrace the need for interaction with scientists, entrepreneurs, and business leaders in a global context and realize that partnerships and collaborations are mutually beneficial in addressing issues related to mankind. As societies in the world evolve, additional collaboration will be required to solve complex problems through fundamental and developmental research opportunities.

Examples of objectives of international programming in research are:

- Partner with international scientists for program enhancements
- Establish research linkages, programs and centers related to specific topics/issues
- Create opportunities for faculty, students and staff to conduct research in international settings
• Identify opportunities for researchers to outsource scientific processes and procedures
• Facilitate visiting scholars and scientists
• Identify opportunities for research from international companies and institutions

**Issues Related to International Programming in the College of Agriculture and Life Sciences**

*Process of Establishing Priorities:* The International Programs office in CALS cannot be ‘all things to all people’. Therefore the International Programs office must establish a process to prioritize the following:

- Work to be done that would maximum impacts
- Areas of the world in which CALS will be involved
- Subjects/disciplines that would be emphasized to create areas of excellence

Most likely this will require the development of mission and vision statements, programmatic objectives and goals, and an assessment process to identify outcomes and impacts.

*Process of Resourcing Priorities:* Although the initial and baseline investment in the International Programs office in CALS will come from the three functions (i.e., Teaching, Research and Extension), there is an expectation that the investment will be multiplied in numerous ways including grants, contracts, registrations, user fees, tuition, etc. The process of building a budget and determining the allocation and usage of resources is paramount in executing a plan of action in international programming. The alignment of resource investment with the programming priorities will be important to accomplish the mission and vision of the International Programs office.

*Process Relating to Personnel:* People are the most important part of the International Programs office and further delineation of responsibilities will be needed. Several issues remain that relate to the office of International Programs as well as the faculty and staff involved in international activities and programs. Some of these issues can be addressed within the International Programs office, whereas others must be addressed by other offices and administrators in CALS and at the University. Examples of these issues are:

- What will be the reporting line of individuals in the International Programs office
- What will the staffing be like in the International Programs office
- How will CALS facilitate international programming across departmental and functional (i.e., Teaching, Research and Extension) lines
- How will CALS encourage international scholarly leaves (sabbaticals)
- What is the policy regarding faculty/staff release time for international work
- What is the role of IPAC (International Programs Advisory Committee)
- How will CALS recognize faculty contributions in international work, particularly as it relates to the RPT process
Summary

The College of Agriculture and Life Sciences has a legacy of involvement in international activities and programs. The college currently is at a point of opportunity as there is transition in the leadership for this program. A committee appointed by Dean Wynne, referred to as the International Programs Scoping Committee, reviewed the past and current situation regarding international programming in the college and concluded that a strong program can be made even stronger under the direction of an appropriate leader with a staff and base funding. The committee also discovered that there is strong support from the University for a college-based Program in international activities.

The International Programs Scoping Committee believes that there are a multitude of opportunities for programming in international activities involving the academic, extension and research missions of the college. It was also recognized however, that there are issues involving international programming including determining processes associated with establishing priorities, providing resources for these priorities and instituting policies related to personnel.

Taking these opportunities into consideration with the issues currently facing international programming in the college, the International Programs Scoping Committee makes the following recommendations.

A Director be appointed to lead the International Programs office in CALS on a full-time basis with the title of Associate Dean or Assistant Dean. The committee was of the opinion that the greatest impact was observed when there was a full-time director responsible for the international programs in the college. This is also the model of the most successful international programs at peer institutions. The committee was of the opinion that the best candidates will be obtained if the position is advertised with the title of associate dean. The title of assistant dean also denotes college level programming and would have due respect within the college.

The International Programs office be given a staff and an operating budget. In addition to the director, there should be support staff and an operating budget. The committee feels that college administration should be willing to provide resources to the newly hired director in a similar manner as start-up support for new faculty hires. A permanent support staff and operating budget would permit the director to build programs, incentivize participation in international programming, support international visitors and generally provide for the enhancement of international programs in the college.

The dean and college administrative team seek ways to incorporate international programming into the strategic plan of the college, fully integrating the international programs into the academic, research and extension functions. There is a need to fully embrace international activities undertaken by faculty, students and staff. This recognition should be part of documents, strategic plans and communications from the college, and efforts should be taken to integrate international programming into the teaching, extension and research functions. International programming should be a part of documents required of faculty, including Faculty Activity Reports, Plans of Work, and Impact Statements.
The dean and college administrative team seek ways to embrace faculty, students and staff involvement in international programming. The committee believes that CALS administration should do more to institutionalize international program activities into faculty workloads and for it to be considered a scholarly pursuit such that it is recognized as part of the faculty work and reward structure.

The International Programs office review its strategic plan, develop assessable outcomes, and articulate its programs and impacts to others. The International Programs Scoping Committee recommends that the newly appointed director to immediately undertake the development of a strategic plan, develop assessable outcomes for programming in the international realm, and institute a communications plan to articulate its programs and impacts to others.

Policies should be established for individuals participating in international programming, including appropriate means for providing input and an appropriate reward structure. Policies should be developed to encourage faculty participation in international programming, including time release and compensation models and means of documenting activities, contributions and impacts. A formal award program should also be investigated.

The role of the IPAC (International Programs Advisory Council) should be reviewed. The International Programs Advisory Council (IPAC) has been an invaluable part of the international programs office, providing advice and counsel for the advancement of international programs in the college. The new director should continue to evaluate ways to obtain input and advice into the programming efforts of the international programs office.
Position Description

AssistantDean of International Programs

College of Agriculture and Life Sciences
North Carolina State University

The College of Agriculture and Life Sciences at North Carolina State University in Raleigh NC seeks an Assistant Dean of International Programs. The individual in this position is responsible for the leadership and administration of the international programs in the college. This individual reports to the Dean of the College of Agriculture and Executive Director for Agricultural Programs and works closely with the Associate Deans in the College, the Office of International Affairs at NC State, department heads, faculty, staff, students, and other interested clientele and constituency groups. This is a full time administrative position with the following main areas of responsibility: provide visionary leadership, strategic planning and innovative programmatic development to position the college to be a leader in international programming in agriculture and the life sciences; champion the integration of international activities and programs among faculty, staff and students and among departments; oversee budget development and resource allocation; identify funding sources to assist programs related to international activities; lead the development of linkages and partnerships related to international programs; manage the office of International Programs; and represent International Programs office among the many constituents of the college. Additional information on the College of Agriculture and Life Sciences and the International Programs Office may be found at www.cals.ncsu.edu.

Applicants must have an earned doctoral degree in a discipline related to agriculture or the life sciences, hold the rank of Professor, have documented experience in international activities/programs, and a strong record of scholarship. Applicants must have a thorough understanding of the administration of a large university, strong communication skills, excellent organizational abilities, and a commitment to higher education. The abilities to motivate others, work effectively in collaborative teams, and interact with diverse clientele are essential.

To apply, applicants should send or email a letter of application outlining the applicant’s experience and interest, a curriculum vitae, and the names, addresses, phone numbers and email address of at least three references to: Dr. Kenneth Esbenshade, Chair, Assistant Dean of International Programs Search Committee, College of Agriculture and Life Sciences, Box 7642, North Carolina State University, Raleigh, NC 27695-7612.

Review of applications will begin July 1, 2008.

North Carolina State University is an Equal Opportunity and Affirmative Action Employer. Individuals with disabilities desiring accommodations in the application process should contact the Chair of the Search Committee. In addition, NC State welcomes all persons without regard to sexual orientation.