Report to the Dean
Ad Hoc International Programs
Advisory Committee

Submitted to Dean Durward F. Bateman
April 14, 1989
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Report submitted by the Ad Hoc International Programs Advisory Committee

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Background

In November, 1988, Dean Durward F. Bateman appointed the Ad Hoc International Programs Advisory Committee to assist Dr. Charles Lassiter in the development of a long-range plan for international programs in the College of Agriculture and Life Sciences (CALS). The dean's charge to the Committee was as follows:

The College does not have a long-range plan for its international agriculture component. Since CALS will complete a new long-range plan by mid-1989, it is important that international agriculture be appropriately reflected in that document. CALS has a long history of collaborating with developing countries to assist with the alleviation of hunger and poverty. Certain programs are important to enhance the international literacy of faculty, to assess the technology and germ plasm relevant to the needs of North Carolina agriculture, to world peace, and to many other needs of our university and college. These programs must be continued; however, other aspects of international agriculture programs must be developed and strengthened.

...The international agriculture long-range plan should address the following: 1) justification of and rationale for involvement of the College in international programs including but not restricted to international development assistance; 2) identification of strengths and interests in international activities by each department of the College; 3) identification of international opportunities (by department) that are not being exploited to the full benefit of the College; 4) Characterization of the constraints to international programs at the faculty, departmental and college level; 5) recommendations on the appropriate international-program involvements within the College; 6) additional resources needed to develop the programs recommended in number 5 above; and 7) consideration of the organizational structure and administrative arrangement to strengthen the international mission of the college.

Procedures

The Committee conferred with CALS students, faculty and administrators, and with leaders of North Carolina farm and commodity organizations for their views on the development of long-range international programs for CALS. The following groups were included: 1) CALS department heads; 2) CALS directors of Academic Affairs, Research, Extension and International Programs; 3) University administration of NCSU; 4) CALS Advisory Council; 5) CALS faculty that are now involved in
international programs; 6) CALS senior faculty who are now or may become involved in the training of international graduate students and visiting scientists; 7) CALS senior faculty who are not involved with international programs in any way; 8) CALS undergraduate and graduate administrators; 9) CALS Agriculture and Life Science Council, and selected international graduate students; 10) leaders of North Carolina farm and commodity organizations, including representatives of the North Carolina Department of Agriculture; and 11) representatives of agriculture-related businesses in North Carolina. In addition, the views of other land-grant institutions were solicited regarding the organization and function of their international program.

Findings and Recommendations

CALS is recognized nationally for its role in providing technical assistance to needy countries around the world. North Carolina State University (NCSU) has worked in Peru since 1955, except for a period in the late 1960s and early 1970s when the political climate in Peru was unfavorable. The Soil Fertility Evaluation and Improvement Project, which operated in countries throughout Central and South America over a 13-year period, improved capabilities in soil testing and plant analysis in the region. The world-wide nematode project, which has involved 70 countries, and the tropical soils project stand as a tribute to international programs in CALS. Currently, the College is participating in three Collaborative Research Support Programs (CRSPs): soil management, peanut and small ruminants. North Carolina State University is the management entity of the Soil Management CRSP. There are many other examples of CALS leadership in the international arena.

It was with this history of participation and leadership that the committee was asked to examine the international effort in CALS as part of the CALS long-range plan. The committee has identified several areas which should be addressed by CALS administration and faculty as we chart the future of CALS and its international component.
1. Orientation of CALS International Programs

In the past, CALS international programs have been oriented primarily toward technical assistance to developing countries. While the Committee found support for maintaining CALS strengths in the technical-assistance area, most of those interviewed felt very strongly that CALS international programs should address and include activities other than technical assistance. The technical-assistance effort has been so strongly emphasized that the faculty and others feel that this is the orientation preferred by the dean and the Office of International Programs.

There are many examples of activities other than technical assistance in the College, but traditionally they have not been recognized as part of the international effort. These activities, for the most part, were developed by individual faculty and departments with little or no assistance from the Office of International Programs. Many faculty members prefer that the Office of International Programs take a more active role in supporting and leading efforts other than technical assistance. Interests include such things as the training of foreign graduate students from both developing and developed countries; collaboration with scientists overseas, particularly in developed countries; international scientists spending time on the NCSU campus; participation in international conferences, symposia, and workshops; providing American students with opportunities for completing a portion of their graduate program overseas; providing opportunities for undergraduate students to have an international experience; and recruitment of outstanding international graduate students, particularly from developed countries. With a decline in the proportion of world scientific expertise coming from the U.S., the faculty and others feel that the establishment of linkages with institutions and scientists abroad is an absolute must. This involvement of CALS faculty is also supported by North Carolina farm and commodity leaders.
Faculty and department heads are concerned that too many of our international efforts are initiated from the "top down" instead of from the "bottom up." Some are concerned that the Japan and China linkages initiated by the University have little to offer to their program or professional development. Others disagree and support the linkages. Faculty and department heads are concerned about what seems to be an increase in the amount of "red tape" associated with international students, visitors, and scientists. Most of this red tape is imposed by federal agencies.

Recommendation 1
The "image" of international programs in CALS at the present time is almost totally one of technical assistance to developing countries. This image must be changed to include aspects other than technical assistance. Doing so will require a strong effort and commitment by the administration.

2. Administrative Commitment to Expanded International Programs

CALS faculty question the dean's and directors' commitment to an expanded international program. Whatever the reason for this skepticism, now is the time for verbal commitment as well as positive, tangible, and timely action on the part of CALS administration. Such action is particularly needed in the life sciences, where departments and faculty feel left out of CALS international programs as now defined. This group could make a significant contribution in a broader-based program.

There are many suggestions for how the administration could show its commitment to an expanded international effort:
(1) reorganize international programs in CALS;
(2) fund NCSU's membership in the Organization for Tropical Studies (OTS);
(3) establish a fund in CALS (Research, Extension, and Academic Affairs) for faculty development in the international arena;
(4) include a report on CALS international programs at the College faculty meeting along with that of Research, Extension, and Academic Affairs;
(5) rewrite Procedure and Policy Memorandum #13, as there are statements in the present document that discourage participation in international programs;
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(6) implement the recommendations of this report quickly.

The establishment of a fund for faculty development in international programs could be significant. At Michigan State University, the international office has a faculty development fund of $20,000 from state-appropriated money. These funds are handled on a competitive-grant basis and are intended as seed money to obtain other funding. Funds can be used by faculty for anything relevant to international affairs—for travel to international conferences, to supplement a visiting scientist, for travel overseas to establish a scientific linkage, or for partial support of international graduate students. Last year, 12 Michigan State University, College of Agriculture faculty were funded from the $20,000. A lot of faculty interest can be stimulated with a small amount of money.

Departments should make a commitment to international programs and incorporate this in their long-range plans. They should develop strategies to establish scientific linkages with scientists and institutions overseas. A plan for the recruitment of graduate students from developed countries should be developed.

Recommendation 2

CALS administration should do everything possible to convey to the faculty that it is committed to a balanced and comprehensive international program. The faculty are looking for tangible evidence of this commitment, and the implementation of some of the committee's suggestions will be viewed by the faculty as an indication that the administration is serious. Departments should develop plans and strategies to establish scientific linkages with overseas scientists and institutions. International graduate students should be recruited. Time is of utmost importance. The administration should initiate action on the recommendations of this report immediately, so that faculty see progress by the end of the spring semester.

3. Reorganization of CALS International Programs

At present, the CALS international programs operate as a part of the North Carolina Agricultural Research Service. The coordinator of CALS international programs is also the coordinator of the University's international programs—one half CALS and one
half University. Most groups interviewed feel that CALS should reorganize its international programs and establish the position of a full-time director of international programs. The director should be directly responsible to the dean of CALS. Research, Academic Affairs, and Extension should all participate in the funding.

A full-time director of international programs—with appropriate staff, including assistant directors—is needed, particularly if the College is to expand its international effort and offer effective leadership to faculty and departments as they develop activities other than technical assistance. There is also the feeling that all CALS international activities should be handled through one office, including technical assistance, projects other than technical assistance, international visitors, "red tape" required with international students, scholarly and scientific exchanges, and Peace Corps operations. The CALS Office of International Programs should be in Patterson Hall along with the dean, associate deans, and assistant dean. The lack of adequate housing for visiting international scientists at NCSU, as well as the lack of an effective means of assisting in housing procurement, concerns the faculty and should be addressed.

Some faculty feel that the College does not need a separate director of international programs, and that international activities could be handled by research, teaching, and extension. The Committee concurs that any international activity should be integrated with ongoing programs. However, the organization of the program should be set up as a separate entity with a separate associate dean and director. There are several reasons the Committee feels this arrangement would be best:

(1) International programs will be most visible when handled as a separate unit. Maintaining a separate unit would demonstrate the administration's commitment to international programs.

(2) International programs should be a top priority in the College as part of research, teaching, and extension. This can best be achieved if international programs are viewed as a separate
entity. There is a fear that if the College does not have a full-time director of international programs then there will be a tendency for the various units to relegate it to a low priority.
(3) The increased visibility of a separate entity would enable CALS to attract more funding from outside sources.
(4) Administrative reorganization of international programs would convey to the faculty that the CALS administration considers international programs a top priority and an important component of its total program.

Recommendation 3
The dean of CALS should move with due haste to reorganize CALS international programs in a manner consistent with the Committee's recommendations. CALS international programs needs a core budget and this should be the responsibility of all the directors—research, teaching, and extension.

4. Inadequate Communications Regarding CALS International Programs

Many of the problems discussed earlier in this report may be the direct result of inadequate communications. The problem is severe and widespread. Faculty are poorly informed regarding CALS international programs. North Carolina farm and commodity leaders know very little about the CALS international effort and students are uninformed about international programs in CALS.

The communication problem among the faculty is very serious. Only faculty heavily involved in one of the major technical assistance programs have much knowledge of CALS international programs. Many faculty are involved in international activities other than technical assistance but do not consider themselves a part of international programs. As a result, the majority of the faculty have a very negative attitude concerning the entire international effort in CALS. Even those faculty involved in some aspects of the technical-assistance program feel left out. This is particularly true of faculty involved in the CRSP programs operating in the College. In general, faculty view their function in international programs as limited to a long-term assignment to one of the technical-assistance projects. Without a doubt, inadequate
communication is a major constraint to faculty involvement and probably contributes to the poor image of CALS international programs on campus. The image problem has many aspects, and has persisted so long that many faculty have "written off" anything related to international programs. Unfortunately, negative associations become tied to people involved in international programs, and it may be difficult to change faculty impressions and attitudes with present personnel. It may take a new administrative structure to bring about a change in faculty attitudes.

Some people say that CALS in the past has not talked openly about its international effort for fear that our farm and commodity clientele would not understand. Based upon the Committee's visit

**CALS has an important story to tell about all of its international activities.**

with leaders of farm and commodity groups, this fear is not warranted. In fact, farm and commodity leaders are quite enthused about new scientific linkages and how these might benefit the North Carolina farm economy. Many of our faculty and departments are collaborating with scientists overseas. Some of these collaborations will have a major pay-off for NCSU and the state of North Carolina.

CALS has an important story to tell about all of its international activities. In general, faculty have very little knowledge of these activities unless they are in a closely associated department or happen to know personally a faculty member that may be involved. CALS also has many examples of international efforts of interest to farm and commodity organizations, whose leaders understand that North Carolina and the United States no longer have a "corner" on scientific information and recognize the necessity of developing scientific linkages with overseas counterparts. It is their desire that some of these linkages result in information of value to North Carolina.

**Recommendation 4**

A system of communication must be developed concerning all aspects of CALS international programs for faculty, students, and farm and commodity organizations. This system will re-
quire a new approach to publicizing and informing our clientele about international programs in CALS. It will also require the best efforts of both the Office of International Programs and the Department of Agricultural Communications. Departments should be involved, since international scientific linkages are developed at the faculty and departmental level. Communications might be improved if each department were to identify someone who could be responsible for international communications.

CALS should establish a position in Agricultural Communications for the purpose of international-communications support and coordination. In addition, a system should be developed for supplying information on a regular basis to our farm and commodity organizations regarding international programs. Finally, CALS should develop an informative brochure and perhaps a videotape detailing the benefits of international scientific linkages to North Carolina.

5. Strengthening CALS International Teaching Programs

There is a need to strengthen the international aspects of the teaching program in CALS. The Committee could identify only a few courses in CALS that are international in scope. There are 41 such courses at Cornell University and 28 at Michigan State University. The lack of courses may, in part, account for the low level of student interest in international programs. Faculty familiar with other institutions indicated that student interest in international programs, including the Peace Corps, is low at NCSU. The lack of attention given to international studies at NCSU gives the Committee concern in view of today's global economy. For example, it is impossible to obtain a study concentration in world trade and economy at NCSU. Other schools in the UNC system, such as Appalachian State University, offer such a concentration. The subject of world trade and how it applies to agriculture is of growing importance. There is every indication that North Carolina must depend more on international trade in the future than it has in the past.

In view of the restrictions to adding new courses at NCSU, other means must be found to broaden international studies. Faculty should be encouraged to incorporate an international
emphasis into existing courses wherever feasible. Another suggestion is to make better use of visiting international scientists by asking them to present guest lectures in courses, to meet with student clubs, and to present seminars. There are 85 visiting scientists on our campus during the spring semester of 1989. These scientists are here primarily to work in our research programs, but would probably welcome the opportunity to participate in teaching and other aspects of campus life as well. The same opportunities may exist with some international graduate students, particularly those from developed countries such as Western Europe, Canada, Australia, and New Zealand.

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Several groups interviewed recommended that CALS offer a range of international opportunities for students, including short-term study tours, research abroad, and long-term exchanges. To be effective, these should be regular and continuing activities.

Another aspect of student training is how it relates to the employment opportunities of our graduates in the international arena. After visiting with some North Carolina agribusiness firms that have overseas operations, the Committee concluded that these firms would prefer graduates with more knowledge of geography and foreign cultures, and a better appreciation of global affairs. Industry representatives indicate that a second language is always an asset for their employees, although not essential. Most CALS students are not encouraged to obtain language training. The firms indicated that they would consider helping to support study leaves for faculty interested in studying overseas in a corporate environment. This opportunity should be explored with the numerous firms in North Carolina that have operations or home bases overseas.

**Recommendation 5**

CALS should move as soon as possible to strengthen present courses by including an international component in them. The Department of Economics and Business should consider estab-
lishing a minor in world trade and economy. More use should be made of visiting scientists in our teaching programs and student activities.

6. Funding of CALS International Programs

Funding is always an essential part of any successful program. If CALS is to have a successful international program, the program must become a priority item in the funding process. The Committee was gratified when it learned from the directors that each was already putting some appropriated funds into international activities. The salaries of some faculty members on short-term visits to laboratories overseas have been continued. In some cases, U.S. graduate students have conducted research overseas applicable to their graduate program with the support of appropriated funds. In other cases, international graduate students have been supported in their first year of graduate work. All three directors indicate that they have no objection to using appropriated funds for such activities.

The North Carolina Agricultural Extension Service has made some bold and interesting moves in the international arena recently. Three groups of agents and specialists have just returned from Ecuador, Peru, and Costa Rica. The project was jointly sponsored by the Office of International Programs and Extension. Extension's contribution was salary continuation; travel and other costs were supported by a United States Agency for International Development (USAID) strengthening grant through the Office of International Programs. A second group of 35 extension workers will soon begin preparing to participate in trade seminars in Western Europe. In this case, the cost is to be borne jointly by Extension and Philip Morris, USA. In both cases, agents and specialists are obligated to develop an international component in their plan of work within the next five years.

Extension is to be complimented for this visionary development. In order to help our farmers to become more confident doing business on a global scale, it is essential that our agents and specialists appreciate and get involved in the international arena. The director of Extension indicates that he has encouraged all departmental campus extension units to consider the development of an international component within the next five years.
Extension specialists considering study leaves are being encouraged to consider overseas opportunities. In several cases, extension specialists who studied new technologies overseas have transplanted elements of these technologies in North Carolina.

The question of utilizing state-appropriated funds for international travel came to the attention of the Committee several times. It is generally understood that appropriated funds cannot be used for this purpose. The question is whether this is a state, university, or CALS regulation, and whether it can be modified. If it is a state regulation, the Committee suggests that CALS ascertain how other state agencies such as the North Carolina Department of Agriculture, the Department of Commerce, the Department of Education and even the North Carolina General Assembly are able to send their people on overseas trips. It is assumed that appropriated funds are supporting these endeavors. This point should be clarified and, if at all possible, policy should be modified to permit CALS faculty to travel internationally using appropriated funds. In some states, international travel is possible on appropriated funds.

Assuming restrictions exist that prohibit the use of appropriated funds for international travel and that these cannot be modified, CALS administration should establish other special funds for international travel. A faculty-development fund would depend to a large extent upon the freedom of faculty to request funds for travel to enhance their international expertise.

The possibility of a change-budget request for the support of CALS international programs was mentioned several times by faculty and industry leaders. In fact, one of the questions specifically asked industry leaders was whether or not they would favor and support a change-budget request for portions of an expanded international program, not including technical assistance. The leaders indicate there would be support for such a request at such time as CALS develops an expanded international program, formulates a good plan of work, and demonstrates the benefits that would occur for North Carolina.
The Committee surveyed 23 other states as to whether appropriated funds are used in support of their international programs. In 11 of the 15 states that responded, international programs receive some support from appropriated funds. In about one-half of the states, support was only minimal from appropriated funds, and accounted for only the salary of the director of international programs; in other states such support was significant. For example, in Washington the total legislative support amounts to $785,000 per year; in Kansas, $690,000; in Michigan, $410,000; and in Colorado, $300,000. At Cornell University, there are ten line faculty positions included in the state budget for international programs in the College of Agriculture.

The use of appropriated funds for international work seems to be increasing around the country. A modest change-budget request would be defensible for CALS in the future, if the request were based upon expected benefits to North Carolina. Such a request should be preceded by a sound communications effort with our support groups. The level of request and how to best use the funds will be important. Cornell University probably obtains the largest support of all the institutions. The New York legislature funds ten faculty positions (a total investment of $750,000 to $1 million per year). The Rockefeller Foundation supplied funds for three years prior to the funding by the New York legislature. Similarly, it might be advisable to obtain foundation funding for the initial expansion of international programs in CALS. In the Cornell Program, most of the legislative support is specified for faculty positions. Other states use appropriated funds for a variety of international efforts.

In CALS, the best use of appropriated funds would be in the area of support rather than new faculty positions. The greatest need at the present time is to provide help for faculty interested in working in the international arena by supporting such things as
travel and per diem, graduate-student travel and assistantship continuation, and for visiting-scientist travel and related expenses. The international-agriculture program at Michigan State University operates on $603,000 per year. It seems that a $500,000 to $750,000 change-budget request would be reasonable for CALS, once a good international program has been formulated.

For such a request to succeed, the College must first demonstrate to our clientele that we have an international program; this will require effective communication. We must communicate with clientele regarding benefits that can accrue to North Carolina before a request for funds is made to the General Assembly. This means that the College may be four to six years away from a formal request.

CALS should not wait on a funded change-budget request to launch an expanded international program. Faculty enthusiasm and morale regarding CALS international programs are at a crossroads, and the administration should demonstrate its commitment very soon. The CALS directors of Academic Affairs, Research, and Extension must be willing to allocate a reasonable amount of support for expanded international programs now or in the near future. Most of the changes and improvements recommended in this report will require some modest funding before implementa-

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tion. It is estimated that the core budget requirements for international programs will be approximately $350,000 per year. Much of this support can come from appropriated funds, since most of the improvements proposed do not involve technical assistance. The Office of International Programs receives only a minimal amount of the overhead receipts from USAID-sponsored projects; therefore, it is not reasonable to expect the Office of International Programs to fund any major new efforts.

It is essential that an expanded international program be launched as early as possible, and some modest funding will be required. The entire CALS administration must place a high
priority on the CALS international programs since it will strengthen the College and its faculty.

**Recommendation 6**

For the long run (four to six years), CALS should plan to make a change-budget request to the North Carolina General Assembly for its international programs. Such a request would meet with favor among our support clientele groups, providing we can change the image of our international programs to include activities other than technical assistance and that we keep these groups well-informed. In the short run, CALS should begin developing and strengthening activities other than technical assistance. The development of new international programs without General Assembly support will require a strong commitment on the part of the entire CALS administration. Faculty interest regarding CALS international programs has been rekindled as a result of the Committee’s work. CALS should take advantage of this renewed interest.

7. **Farm and Commodity Organization Support for CALS International Programs**

Farm and commodity organizations in North Carolina provide important support to programs in CALS. Thus, it was only natural that farm and commodity leaders be made a part of the study of CALS international programs. The Committee invited leaders of 22 farm and commodity organizations to campus to discuss CALS international programs. The discussions were led by the three commodity-group representatives on the Committee. Representatives of 16 organizations attended the discussion session.

These discussions were most productive. Initially, the Committee was a bit cautious because some farm groups have been critical of university international efforts, both nationally and in North Carolina. This has been particularly true of the present peanut CRSP, of which NCSU is a participant, and of soybean technology-assistance programs at other universities. While farm and commodity leaders seemed cautious early in the discussions, they expressed strong support once it was clear that CALS wishes to develop its international programs to include more than technical assistance.
A special set of written questions was used with this group. Among the questions was one asking if the organization would favor and support a change-budget request if the funds were to be used for activities other than technical assistance. All of the representatives indicated that their organizations would support a request of this type but pointed out the need for clearly indicating to the General Assembly how such a program would benefit North Carolina. The representatives made several other important observations, including:

(1) CALS has a humanitarian obligation to the less fortunate people of the world and should provide them with technical assistance for food production. These programs should be supported by USAID and others but not by the taxpayers of North Carolina.

(2) CALS should do a much better job of communicating the results and benefits of our international programs to the farm and commodity organizations, especially if a change-budget request is contemplated.

(3) CALS should seek more faculty and student exchanges with appropriate scientific institutions overseas.

(4) CALS should ensure that its undergraduates receive sufficient international education.

The representatives supplied some interesting information about the export of North Carolina commodities. At the present time, tobacco accounts for the largest component of North Carolina farm exports. The only other export commodity of significance is poultry products. In 1987, the total export of North Carolina commodities, both out-of-state and internationally, was less than $1 billion (with tobacco making up about three fourths). Authorities in the North Carolina Department of Agriculture and Department of Food Science at NCSU think that the export of North Carolina commodities will be of ever-increasing importance to the state. Both agree that the growth will occur in “value added” products. The Department of Food Science expects most of our exports in the future to occur in meat and meat products, particularly swine and poultry. Apparently, other North Carolina products have limitations that will restrict their growth in export markets. Such things as growing the “export variety” and product quality are of extreme importance when products are being marketed outside the state.
The industry leaders were very concerned that CALS faculty keep abreast of scientific developments around the world. They indicated that this was of extreme importance to North Carolina, if this state is to compete on a global scale.

**Recommendation 7**
Farm and commodity organization leaders were very supportive of CALS international efforts in technical assistance to developing countries, but strongly encouraged a reorientation of international programs to include other kinds of activities. They indicated that linkages with scientists around the world were of extreme importance to North Carolina. The leaders encouraged CALS to modify its teaching programs to provide our students with an appreciation for the global situation. CALS should communicate regularly with farm and commodity organizations regarding our international programs.

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8. **Lack of Rewards (Tenure and Promotion) for Faculty Involved in International Programs**

The Committee heard many times that involvement in international programs is a detriment to faculty career development, especially in relation to tenure and promotion. Initially, the Committee thought this observation referred solely to faculty who had been involved in long-term assignments in technical-assistance projects. Later, the Committee realized that the observation applied to any type of international involvement where faculty are away from campus for any extended period of time. Faculty and department heads stated very clearly that senior faculty do not place a high value on international experience when making tenure decisions. How should CALS (faculty and administration) deal with this situation?

CALS may wish to only involve faculty who have tenure on long-term international assignments. This may seem unfair to younger faculty who have an interest in international work, but they should realize the importance of establishing themselves in their career. Six years may not be an unreasonable time for a faculty member to wait to get involved in international programs. It seems reasonable that NCSU should involve the more experienced and mature faculty in technical-assistance programs. Unten-
ured faculty could be used on short-term assignments.

Using senior faculty to carry out long-term technical-assistance projects also needs some consideration. Some assignments are two to three years in length. This is a long time to be absent from the campus, and it often requires a faculty member to close down his or her program on campus with the prospects of reorganizing and re-establishing the program after the assignment terminates.

There is no easy answer to this situation when one considers how fast science is advancing today. It would be helpful to bring faculty involved in long-term assignments back to campus for a short period of time (a week or ten days), perhaps once every three or four months, so that these faculty could maintain contact with peers on campus, review the progress of graduate students, and so forth. This would permit a faculty member to maintain a partial program on campus and would not pose an unreasonable cost to the technical-assistance program. A limiting factor would be the amount of time (330 days per year) the Internal Revenue Service requires a faculty member to be overseas in order to qualify for the income-tax exclusion.

It may be unfair to prohibit young faculty from establishing international linkages when they feel these are critical to their program. Often young faculty members have opportunities to pursue such linkages, particularly if working in a new area of science. Senior faculty shared these concerns with the Committee, not from a selfish viewpoint but as a point of information regarding constraints to the involvement of younger faculty in international programs. There is a limit to how long faculty can be gone from the campus and still maintain a smooth-running, effective program on campus. The question then becomes one of quality. If a young faculty member feels that an international linkage can clearly strengthen his or her program, then this becomes a trade-off when maintaining a good campus program. The establishment of a faculty-development fund for international activities would
help because it not only would sensitize the faculty to the importance of international involvement, but also provide opportunities for faculty to explore various opportunities in the international arena.

Another aspect of this situation involves our clientele, the people of North Carolina. With the U.S. share of world scientific knowledge diminishing, CALS has no choice but to actively seek outside knowledge of benefit to North Carolina. Often some of our young faculty are the best ones to accomplish this. Therefore, if CALS restricts the involvement of young faculty, this will work to the detriment of North Carolina.

**Recommendation 8**

CALS administration should make it possible for faculty involved in long-term assignments on technical-assistance projects to return to campus periodically. CALS administration should work with senior faculty to enable younger faculty (non-tenured) to have a reasonable participation in overseas opportunities without unduly jeopardizing their chances for tenure and promotion.

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9. **"World-Class" University: International Programs Are an Essential Component**

The term "world-class university" is heard quite often at NCSU. The Committee heard many times from faculty and others that an expanded international program in CALS would enhance the "world-class" status of this university. To realize a "world-class" university status, our programs, particularly in research, must interact with scientists around the world. We must be innovative in all types of international activities—training of international graduate students who are spread throughout the world after graduation, scientific collaboration on a global basis, sponsorship and participation in international conferences and symposia, visiting scientists who want to come to NCSU and learn about our programs. CALS already has "world-class" status with its technical-assistance international program. The challenge is to achieve the same prominence in other areas. We must move swiftly in this area because with the proportional decline of scien-
tific knowledge generated in the U.S., other universities will see
the need to move into the international arena.

As a part of this "world-class" goal, CALS should give thought
to two things that would enhance our position. Every department
should actively encourage its faculty to seek out the world's sci-
cific centers (including the CGIAR International Centers) and
establish linkages. Many of these activities are already in progress,
and some have been in place for many years. Secondly, the spon-
sorship of international conferences and symposia by NCSU on
our campus would focus attention on our college and the Univer-
sity. These activities require faculty time but bring recognition to
them and the University. CALS should capitalize on its many
strengths. NCSU has one of the finest facilities in the U.S. to house
such conferences—the McKimmon Center.

Even though the term "world class" may be a bit presumptu-
ous, its implication is worth exploring, and CALS international
programs must be a part of this exploration. CALS has a very fine
reputation domestically. There is no reason why CALS cannot use
that domestic reputation as a "springboard" into the international
arena.

Recommendation 9

The CALS faculty should utilize the strengths of its programs
to launch a strong, broad-based international effort so that
North Carolina State University can truly become a world-class
university. The Office of International Programs should be as
helpful as possible in seeking and maintaining linkages. CALS
administration should provide adequate financial resources.

10. Is CALS' International Effort Dependent Upon
the University's International Effort?

In our discussions, questions continually arose regarding the
University's international efforts and its intentions with respect to
international programs. The Committee never did receive an
answer to these questions. Therefore, the crucial question is
whether or not CALS needs a strong University international
effort for it to move ahead in its own international programs.
Faculty were concerned about the degree of commitment of the
University administration to international programs. Unfortunately, international programs at the university level are not receiving the same review and examination as our program in CALS. The Chancellor and others have lent good support to international programs. The recent exploratory effort with China and Japan can attest to such commitment, as does the Chancellor's recent trip to Peru. On the other hand, the Chancellor's reluctance to continue paying OTS membership dues prompted a very negative reaction among CALS faculty.

International activities are increasing across the University—notably at the Japanese Center, the World Trade Center, the College of Engineering, in the College of Forestry, and in Physical and Mathematical Sciences. However, in discussions with Provost Winstead, Vice-Chancellor Hart, and Graduate Dean Stewart, there was no expression of University plans for international programs. Provost Winstead encouraged us to share the CALS project with University department heads. Many faculty think CALS should move ahead with its international programs and set an example for the University.

Obviously CALS could benefit from a strong university international effort, but it probably is not dependent upon it. At Michigan State University, 36% of the budget for international programs in Agriculture comes from the university's international office. This office has also been instrumental in establishing centers of international emphasis throughout the University (there is an African center, a Far East center, and a Latin American center). These centers have done much to focus faculty interest and attract grants and contracts. The level of interest in international programs is increasing in a number of colleges and this will be good for CALS—at least the college will not be alone. When Dr. Isleib of Michigan State University was here he mentioned that Dr. Larry Tombaugh, the new dean of Forestry (formerly of Michigan State University), was very interested in international activities.

**Recommendation 10**

CALS is encouraged to move forward with its international program regardless of University development in this area. There are indications that other colleges within the University are planning to do likewise.
Addenda

In addition to the interviews with students, faculty, administrators, and leaders of North Carolina farm and commodity organizations, the Committee utilized questionnaires to evaluate CALS' present international programs and to generate suggestions for change. The questionnaire, "CALS International Programs Planning Guide," was used with all faculty groups and the department heads. A total of 77 questionnaires were returned primarily from faculty that participated in these discussions. A list of the farm and commodity organizations that were invited and those that participated in the discussions is included in the following addenda.
Addendum 1. CALS International Program Planning Guide

Dean Bateman established the International Programs Advisory Committee to develop a long range plan for international programs in CALS. Toward this goal, the committee is studying all aspects of the College's international effort, including:
- professional and institutional linkages and exchanges;
- graduate and undergraduate education;
- technical assistance and collaboration.

With the Dean's guidance, the committee has identified a number of people whose comments would be of value to our planning. Your written response to the questions below will enable us to consider ideas and perspectives that might otherwise be overlooked.

1. What is your impression of international programs in CALS?

2. Should CALS be involved in international programs?
   a. If no, explain why not.
   b. If yes, how should CALS be involved (goals, purposes)?

3. What opportunities are there for CALS to be involved in international programs?
   a. existing
   b. new opportunities
   c. activities that should be de-emphasized or reconsidered

4. What are the constraints on international program development at the faculty, department, and college levels?

5. What additional resources or incentives are required to develop faculty and departmental involvement in international programs?

6. What is your philosophy of international programs in CALS?
Addendum 2. Questions Specifically for the Directors

1. What is your impression of international programs in CALS?

2. How do you see CALS international programs relating to our other programs? (Respond with respect to your area.)

3. Suggest how the “image” of CALS international programs can be changed from one of assistance to developing countries to one which is an integral part of our total program and one which is complimentary to the research, teaching, and extension programs?

4. Do the international programs in CALS need a full-time director? If yes, how should this office be structured—part of another program or responsible to the Dean?

5. How would you feel about investing research, teaching or extension funds overseas in activities other than technical assistance, such as the support of faculty conducting research at a foreign University, etc.?

6. Do you think CALS should request funds from the North Carolina General Assembly for the support of international programs?
Addendum 3. Farm and Commodity Organizations Meeting

1. Should the College of Agriculture and Life Science be involved in international programs?

2. What is your evaluation of present College of Agriculture and Life Science international programs?

3. Should this image be changed and, if so, how?

4. What opportunities are there for CALS to be involved in international programs?

5. Should CALS' educational program give more emphasis to international agriculture?

6. Would you favor more undergraduate courses in export/import trade? Development of language skills? An alternative to additional courses would be to strengthen the present courses with respect to international aspects; would this be acceptable?

7. Would you favor more emphasis on other aspects of international work than technical assistance to developing countries—such as, establishment of scientific linkages with scientists around the world to gain scientific information for the benefit of North Carolina agriculture?

8. Would you favor and support requesting funds from the North Carolina General Assembly in support of CALS international programs?
Addendum 4: Farm and Commodity Organizations Meeting
February 21, 1989
McKinnon Center

**Animal Organizations (Group I)**
10:00 a.m.
Leader: Clint Reese

- Carolina Grain and Feed Assn.
- North Carolina Cattlemen's Assn.
- North Carolina Dairy Organization
- North Carolina Pork Producers Assn.
- North Carolina Poultry Federation

**Plant Organizations (Group II)**
1:00 p.m.
Leader-Jim Wilder

- Corn Growers of North Carolina
- 'Flue-Cured Tobacco Cooperative Stabilization
- North Carolina Crop Improvement Assn.
- North Carolina Foundation Seed Producers
- 'North Carolina Fruit and Vegetable Organizations
- North Carolina Peanut Growers Assn.
- North Carolina Soybean Assn.
- North Carolina Small Grain Assn.
- North Carolina Sweet Potato Commission
- 'Tobacco Associates of North Carolina
- 'Tobacco Growers Association of North Carolina

**Farm and Agribusiness (Group III)**
3:00 p.m.
Leader-Ed Woodhouse

- Cooperative Council of North Carolina
- North Carolina Agriculture Business Council
- North Carolina Farm Bureau
- North Carolina Grange
- 'North Carolina Pesticide Assn.
- 'Plant Feed Association of North Carolina

*Not able to attend