



Community and Extended Connections Session

UMBC Retreat 2019

Subcommittee Charge

- Gather data on existing collaborations, partnerships and agreements
- Examine programs at other institutions that help to track and leverage international partnerships
- Articulate objectives for strategic international partnerships
- Identify opportunities as well as barriers to successful partnerships
- Produce report with final recommendations/goals

Subcommittee Members

- Dr. Janet Rutledge (chair), Vice Provost and Dean, Graduate School
- Sarah Gardenghi, Senior Director, English Language Institute
- Dr. Matthias Gobbert, Professor, Mathematics and Statistics
- Dr. Ellen Hemmerly, Executive Director, bwtech@UMBC
- Dr. Tomoko Hoogenboom, Senior Lecturer, Modern Languages, Linguistics, and Intercultural Communication
- Dr. Jiyeon Lee, Assistant Professor, Education
- Dr. Antonio Moreira, Vice Provost for Academic Affairs
- Rose Malone, Education Abroad Advisor, International Education Services
- Dr. David Di Maria, Associate Vice Provost, International Education Services
- Caylie Middleton, Associate Director, Education Abroad, International Education Services
- Adam Holden, General Associate, International Education Services

Highlighted Recommendations

- Streamline processes, procedures and services for hosting international scholars and exchange students
- Develop strategy for succession planning so that partnerships do not end when faculty or staff champions retire
- Procure and implement an international partnerships tracking software
- Create an international partnerships officer position within IES
- Establish and publicize institutional policies and procedures related to international partnerships
- Form an international partnerships committee charged with vetting prospective university-level partnerships
- Support strategic engagement groups focused on specific countries, regions or topics
- Continue work to map UMBC's international connections
- Develop an institutional strategy for international partnerships that provides direction for future expansion and includes key performance indicators

- Improve communication regarding current partnerships, new agreements and related opportunities

SWOT Analysis Highlights

Strengths

- Good academic, entrepreneurial and training offerings
- Faculty interests and partnerships are aligned
- Dean's fellowships and other teaching fellowships
- Student interest in non-traditional study abroad locations
- Some departments have strong online education which is conducive to online virtual exchange
- Areas of focus of academic programs-STEM, IT are in high demand around the world
- Diversity of student body
- High citation impact, global research interests, and collaborative faculty
- Capacity to grow our partnership portfolio
- We have a lot of high quality components on campus that appeal to potential partners

Weaknesses

- Lacking physical and financial resources for partnerships
- Lacking a good method for tuition matching for country sponsored assistantships and scholarships
- Lack of support from departmental leadership when they currently have a domestic focus
- Lacking external name recognition with UMBC
- Institutional commitment is questionable
- Lacking internal networks among faculty
- Lacking practices, travel policies, strategic plan, risk management and infrastructure for internationalization
- Current exchange programs lack alignment among student population interests
 - No exchanges to Spanish speaking country
 - Korea and Japan exchanges are popular but lack enough spots
- Inbound exchange student admission, orientation, and other processes are difficult and not customized to international exchange student needs
 - Inhibits ability to host inbound exchange students
- Lack of awareness of International Partnership activity
 - Lacking system, process, website to celebrate and share with others the work related to international partnerships
 - Lacking web hub global landing page
- Lacking institutional partnership strategy
 - Need to align with key performance indicators
 - Aligning partnerships with current faculty collaborations
- Cost vs investment mindset preventing scaling up
 - Lacking Staff capacity to scale up

- Lacking protocol for hosting international delegations

Opportunities

- Maryland on the map as cybersecurity location for international companies
- Build on funding from Maryland Commerce for research park activities for international companies
- Entrepreneurial ecosystems (like Silicon Valley) are losing luster
- Favorable foreign government policies for internationalization
- Foreign government funding from Korea, Japan, Germany, etc.
- Growing optimism, openness and desire for global engagement
- U.S. population shrinking which leads to openness to international students
- Diverse region and proximity to DC (embassies), other cities on the east coast
- Inbound exchange students can take low cost flights all over region on weekends, breaks
- Sister states events
- Potential law change in Maryland for working with international recruitment agents
- Korean, Indian immigrant community engagement locally for donors
- External grants
- Networks of partnerships: Cybersecurity, aging studies, etc.
- Collaborative Online Integrated Learning (COIL)

Threats

- Increasing competition for attention of international companies
- National politics threaten economic situation - tariff wars, Brexit, etc.
- Current US politics are a deterrent for international students
- USM, MHEC, USDE regulations prevent certain program offerings
- Political and living conditions in other countries make partnering difficult
 - Potential partners may not be able to subsidize programs that they're interested in having UMBC provide for them
- Competition with other universities who are already way ahead of us including local universities
- Online education prevents students needing to come to USA
- Increased federal government scrutiny on academic espionage, undue foreign influence
- No USM or MHEC strategy for internationalization
- Saturation in certain countries for exchange partners
- Being under ranked in International rankings