



Collective Impact in Research, Scholarship, and Creative Achievement

UMBC Retreat 2019

International Research, Scholarship, and Creative Achievement

Subcommittee Charge

- Examine current status of UMBC research involving international focus
- Identify tactics to increase international research activity as outlined in the strategic plan
- Assess and improve UMBC's placement within global academic rankings
- Assess the incorporation of faculty research/engagement work with undergraduate research opportunities, or opportunities for graduate students
- Produce report with final recommendations/goals

Subcommittee Members

- Dr. Eugene Schaffer (chair), Professor, Education
- Dr. April Householder, Director of Undergraduate Research and Prestigious Scholarships, Office of Undergraduate Education
- Dr. Anupam Joshi, Professor and Chair, Computer Science and Electrical Engineering
- Dr. Christine Mallinson, Professor, Language, Literacy, and Culture & Director, Center for Social Science Scholarship
- Dr. Connie Pierson, Associate Vice Provost, IRADS
- Dr. Nagaraj Neerchal, Professor, Department of Statistics and Math
- Dr. Vanderlei Martins, Professor, Department of Physics
- Dr. Shawn Bediako, Associate Professor, Department of Psychology
- Miriam Tillman, Assistant VP, Marketing & Creative Services, Institutional Advancement
- Dr. Antonio Moreira, Vice Provost for Academic Affairs
- Dr. David Di Maria, Associate Vice Provost, International Education Services
- Dave Anguish, International Student/Scholar Advisor, International Education Services
- Adam Holden, General Associate, International Education Services

SWOT Analysis Highlights

- **Strengths**
 - Diverse faculty with commitment to diverse student body
 - Strong history of faculty involvement in international research
 - Strong student Fulbright scholarship history
- **Weaknesses**
 - Lacking comprehensive data collection on faculty/staff involvement or impact in international research activity
 - Lacking international partnership/collaboration/grant strategy or international on institutional level
 - Lacking credit for internationalization work in promotion & tenure process and other incentives

- Lacking office space and housing for visiting international scholars
- International safety issues can prevent faculty from engagement and we don't have staff to help reduce these barriers/concerns
- Decentralized international research activity
- Low numbers of Faculty Fulbright winners
- Understaffing in IES and at UMBC
- Lacking international travel registry or proper insurance coverage
- Lacking pre-departure intercultural and legal compliance training for faculty
- Lacking adequate international website or myUMBC page
- **Opportunities**
 - Campus location in proximity to embassies and funding agencies in Washington, DC, major airports and other major cities
 - Develop and engage with international rankings strategically and raise institutional profile/reputation
 - Integration of Shady Grove information in rankings responses
 - Workshops with department chairs on the why, how, and for what regarding internationalization activity in their department
 - Global Economic trends related to existential crises in certain nations like food security, water access provide research opportunities
 - Empower staff and adjuncts as agents of internationalization
 - Integrate staff into digital measures annual reports
 - Increase publicity of Fulbright winners
- **Threats**
 - Institutional culture of over worked/over scheduled faculty/staff at UMBC
 - USM and MHEC do not have statewide international strategy or infrastructure
 - STEM associations are not discussing internationalization

Highlighted Recommendations

- Leverage existing international research expertise and connections
- Promote affinity groups around location and/or topic
- Increase the number of international scholars hosted by UMBC
- Develop a sponsored student strategy
- Create seed grants to promote international research
- Strategically grow UMBC's portfolio of international partnerships
- Intentionally focus on improving UMBC's position within international rankings
- Improve communication related to international research, scholarship and creative achievement
- Develop infrastructure to support faculty and staff applying for Fulbright awards
- Assess current policies and procedures to ensure UMBC is positioned to apply for international training grants and other non-research awards
- Develop a system for tracking international collaborations, partnerships and other activities
- Improve support (e.g., global operations) for faculty, staff and students engaged in international programs



Global Operations

Subcommittee Charge

- Identify internal guidelines, policies and procedures that impact global engagement
- Perform an audit of UMBC's current international projects, activities and contracts
- Analyze results for exposure and risks (e.g., health, legal, safety and security)
- Recommend strategies to enable global engagement while reducing risks
- Produce report with final recommendations/goals for supporting global operations

Subcommittee Members

- Dean Drake, Associate Vice President for Research, VP for Research (co-chair)
- Christopher Tkacik, Sr. Associate General Counsel, General Counsel (co-chair)
- Kimberly Campion, Administrative Assistant, Environmental Safety and Health
- Gayle Chapman, Assistant Controller, Financial Services
- Linda Rothfus, Manager of Business Services, Financial Services
- Janet Maddox, Executive Assistant, General Counsel
- Trisha Wells, Associate Vice Provost, Finance and Administration
- Elizabeth Moss, Executive Director, Procurement and Strategic
- Peggy Ingle, Assistant Manager of Business Services, Financial Services
- Sasha Hudson, Assistant VP & Controller, Financial Services
- David Di Maria, Associate Vice Provost, International Education Services
- Adam Holden, General Associate, International Education Services

SWOT Analysis Highlights

- **Strengths**
 - Flat, direct organizational structure
 - Internationalization excitement and momentum at the highest levels of UMBC organization including VP, Deans, President's Council
 - New Senior International Officer in International Education Services
 - Diversity of faculty, staff, and students
 - Faculty already engaged in international research and other activities
 - Committed core group of faculty and staff
- **Weaknesses**
 - Organizational culture of shared governance can get in our own way
 - UMBC travelers are not used to having rules and policies that govern their travel
 - Accountability to policies related to travel (people not completing eTravel forms)
 - Travelers are unaware of what they need to know before international travel
 - Lacking necessary tools, policies, procedures, resources, and past experiences (export control, international travel)
 - Resources not in place for emergency evacuation and other needs
 - Communication is decentralized
 - We're not tracking who is out of the country at any given time
 - Training is not in place for travel policies and procedures
 - Employees find out travel requirements after the trip is over
 - Current curriculum doesn't match the goals of internationalization
 - STEM academic focus doesn't traditionally support study abroad
 - Physical and Human Resources
 - Culture of wearing multiple hats
 - Operating on a shoestring budget
 - Lacking equipment control
 - Lacking effective policy-making
 - Lacking USM support for internationalization
 - Gaps in international insurance
 - Lacking shared services team, website, or other international centralization
- **Opportunities**
 - Demographics and location
 - Funding sources due to current momentum in international collaborations
 - Market trends: Horizon 2020 and other relationships
 - Laws, regulations, compliance: responsive to yet aligned with institutional commitments
 - Additional STEM opportunities
 - UMBC's research focus
 - Deliver education outside of the USA: U.S. schools are behind the curve
 - Engagement in NACUBO
 - Preventing academic espionage, other compliance, policy issues
 - Current state budget climate

- **Threats**
 - Forecast of fewer high school students in coming years
 - Politics: current elected officials
 - Americans abroad are not seen as positively as in the past
 - Strict immigration policy reduces USA desirability for international students
 - Other countries' improved international student enrollment strategy
 - Maryland state law against using agents for international recruitment

Highlighted Recommendations

- Develop institutional knowledge base on Global Operations
 - UMBC Staff should attend NACUBO's Annual Global Operations Forum
 - Continue Global Operations Working Group
- Create an International Travel Office
 - Implement travel credit cards to avoid carrying of thousands in cash overseas
 - Add staff to audit, monitor, process traveler transactions
 - Develop and implement pre-departure briefings/orientations for travelers
 - Purchase software and allocate adequate physical office space
 - Purchase TerraDotta AlertTraveler and centralize travel registration
 - Require faculty/staff to register their international travel with IES
- Develop in-house expertise and delegate authority on export control shipping compliance issues
- International Travel Clinic
 - Develop a travel clinic partnership with University of Maryland-Baltimore (UMB)
 - Create Interagency MOU agreement
 - Create a Shared travel clinic position with UMB
- Address Global Operations related policy, procedure, compliance Issues
 - All changes to international travel policy need to build in accountability measures and take into account shared governance
- International Travel Insurance
 - Obtain blanket International Travel Insurance for UMBC business travelers
 - Travel Assistance- supplemental to Travel Insurance
 - Insurance Policy includes cost of vaccines
- International Travel Policy
 - Create a new international travel policy and procedure
 - Consider offering an optional insurance buy-in for unaffiliated travelers:
 - Faculty asking UMBC students to babysit their kids
 - Department guests who may share sleeping quarters with students
 - Travelers without evacuation coverage
- Determine course of action related to registering legal presence abroad
 - Explore consulting options regarding tax with-holding for employees working internationally and leasing/renting property or office space
 - Advocate for USM collective involvement in this arena