

Follow-up to March 2012 Board of Trustees Discussions September 28, 2012

The four sections given in black represent a highlight of the salient suggestions/issues which resulted from the breakout sessions and discussions during the March 1st, 2012 BOT's meeting. Brief updates on select areas in each of the four sections are given in blue.

International Connections

- We affirmed that institutional partnerships in key regions are essential to enhance Lehigh University's international reputation and to provide opportunities for students to enhance their global competence.
- Lehigh University promotes educational mobility and educational exchange through a full range of **portfolio partnerships** – ranging from theme-focused to institutional agreements with flagship institutions. Lehigh should focus on selected regions of the world; it cannot cover the whole globe. It should also consider trilateral or multilateral cooperation, including universities, corporations and/or NGO's as appropriate in various regions.
- Transactional relations involving fair bilateral or trilateral agreements and reciprocity are difficult but important. In developing transactional arrangements, it is important that LU remains true to its principles and values.
- **Involvement of faculty** as the key drivers of partnerships is critical for sustainability. Ownership from the faculty is essential as it relates to developing themes for international collaborations, curriculum integration, and study abroad.
- **International Alumni and Corporate Connections** can play an important role overseas; these groups can leverage their network of contacts and resources to both help and support Lehigh partnerships in targeted regions.

Update

- **Developing new institutional partnerships in India and Africa**

Two faculty study groups have been working to define Lehigh's international portfolio in India and Africa. Their work is aimed at defining areas of potential collaborations as well as identifying potential partner institutions in each of the two regions based on the established criteria for selecting international partners created by LU faculty. The key elements are to ensure meeting the needs of Lehigh faculty and students in our four colleges as well as to establish sustainability, fair agreements and reciprocity with our potential partners. A delegation visit to India is planned for the spring of 2013 and one to Africa in the fall of 2013 with the goal of reaching out to potential partners to discuss areas of possible collaboration.

- **Deepening existing institutional partnerships in China.**

Lehigh initiated the development of partnerships with institutions in China during the January 2011. This involved two faculty delegation visits from Lehigh and several reciprocal visits from the partner institutions to Lehigh with the outcome of identifying six partner institutions. During the period of September 11 – 20, 2012, a 3rd faculty delegation comprised of 12 members visited our six partner institutions in China to deepen our relationship and articulate specific projects for collaboration. Prior to the September 2012 visit, the delegation prepared and sent to each partner institution a platform summary which reflected current areas of mutual interest and a set of proposed items for discussion under four categories: (i) faculty cooperation, (ii) research collaboration, (iii) graduate studies, and (iv) undergraduate studies and related program partnerships. The outcome was positive resulting in action items in each of the above four categories with specific next steps including short and long term faculty visits, specific research collaboration in areas of mutual interest and seeking joint funding to support research, teaching and co-teaching courses on site and via IT, joint supervision of PhD students, making Lehigh a destination for Chinese graduate students supported by the Chinese Scholarship Council (CSC) funds to conduct their MS and PhD studies and undergraduate student exchanges, and new models for providing short term international experiences for undergraduate students including summer in China and at Lehigh involving cohort of students and thematic approaches.

- **NSF grant to support a workshop at a partner university in China**

Three Lehigh faculty from the departments of Physics and Material Science and Engineering, in collaboration with faculty from East China University of Science and Technology (ECUST), submitted a proposal to NSF which was funded to support an "International Workshop on Stem Cell Differentiation: the Influence of Biomaterials and Biomechanics". The workshop, which will be held in Shanghai, China, March 13-15, 2013, will bring together a group of 75 international researchers and graduate students from the US, Europe and South East Asia to China. This type of workshop, in addition to the intended exchange of research ideas among the workshop participants, adds great value in promoting Lehigh's presence in China.

- **Faculty participation as key to sustainability of Lehigh partnerships**

Over the past three years, a significant number of Lehigh faculty have been involved in crafting Lehigh International Portfolio via participation in: study groups for developing partnerships in key regions, in Lehigh delegations to some of these regions to initiate and deepen the partnerships, in leading many of short-term student international experiences abroad, and in providing oversight to many of the international activities as well as to the OIA. Approximately 100 faculty members from all colleges have been involved in the above activities.

The OIA initiated the Faculty Grants for International Connections, with the goal of helping individual faculty members to develop new, as well as enhance current, international connections that will lead to expanded international collaborations between Lehigh faculty and their counterparts in academic/research institutions abroad focusing on areas of mutual interest. Sixteen faculty members received these grants over the past three years. The OIA is currently considering another type of individual faculty grant, pending availability of extra funds, to specifically target the deepening of collaboration with our existing institutional partners. Ultimately as the process of selecting the appropriate number of institutional partnerships at key regions around the world is completed, these two types of OIA sanctioned grants should be consolidated into one type to target deepening existing partnerships.

International Experience for Students

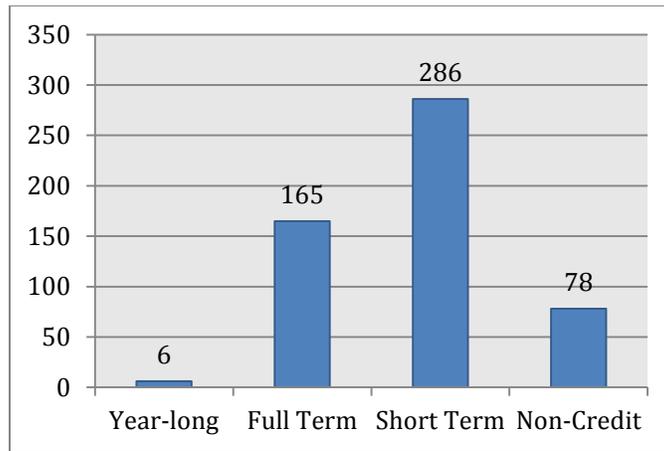
- An international experience is no longer a luxury but a necessity for today's graduates. In order to succeed in a global knowledge economy, they must be globally competent and culturally fluent. The challenge is how to make international experiences both available and affordable. Currently, approximately 40% of Lehigh students go abroad at some point in their time at Lehigh.
- We are addressing questions such as: How can a student have an international experience and still graduate in 4 years? Are summer and/or winter programs the answer to providing these opportunities? What about work experiences such as co-op at an international site?
- What are the defining LU experiences and strengths that can be exported and will attract foreign partnerships (e.g., problem solving of global issue and citizenship, knowledgeable about global culture, global public service; etc.)?
- Lehigh is expanding international internship opportunities with other universities as well as corporate partners.
- LU's aim is to provide theme-based international experiences linked to global challenges.

Update

- **Iacocca challenge grant and matching from other donors, and the Freeman Foundation Award grant**

In the 2012 graduating class, 417 graduates out of a total of 1,071 went abroad while at Lehigh, representing 39% of the class. Approximately 25% of the 417 graduates had multiple experiences abroad, totaling 535 experiences.

As the graph below shows, most Lehigh students choose short-term programming, which is comprised of summer, winter, and all non-credit programs. This chart highlights the total number of "experiences" of 535, not the total number of students which is 417.



The chart below illustrates that the participation in study abroad experiences varies by ethnic group membership.

Class of 2012 Study Abroad Participants: Ethnicity Data

	African-American Non-Hispanic	Asian American	Hispanic/Latino	Multi-Racial	Unknown	White Non-Hispanic	Total
SA %	12	34	23	19	27	302	417
LU %*	3%	8%	6%	5%	6%	72%	1,071

* Based on total students (1,071) in class of 2012
 Note: all percentages rounded.

Our aim is that by 2015/16 (Lehigh's 150th anniversary) 60% of the graduating class would have had at least one international experience. The Iacocca challenge grant, and the generous matching from other donors towards the \$10 Million Endowment, should allow Lehigh to provide approximately 100 – 150 students per year with affordable and robust work & learn international experiences.

In order to bridge the gap between now and the time needed for the Iacocca challenge grant to mature to its target, the OIA in collaboration with Advancement are being proactive in securing external funding by submitting proposals to foundations. The first successful proposal to the Freeman Foundation in August 2012 resulted in securing \$100K for one year, with a possibility of a second year based on a demonstrated successful first year. A second proposal will be submitted to the Luce Foundation by the end of September, 2012.

The Freeman grant, leveraged by Iacocca and OIA funds, will be used to support approximately 25 Lehigh students with international internships in Indonesia, Malaysia, Cambodia and China, per the specific requirements of the Foundation. We are using the Freeman grant to experiment with theme-based international experiences for groups of 3-8 students in 4 to 5 cohorts. Each of the cohorts, led by a faculty/staff member, will be involved in different theme-based work & learn internships during the summer 2013 in one of the above countries, taking advantage of university partnerships in those countries, as well as the facility, human, and material resources of those partners, thereby reducing costs and strengthening those reciprocal partnerships.

We believe that summer (or winter) international opportunities are one of the best approaches to allow students to graduate in four years while gaining their international experience.

Thus, for the summer 2013, the combined funds from Iacocca internships and related matching from other donors and the Freeman Foundation grant will allow Lehigh to provide approximately 45 new students with work & learn

experiences abroad. We are focusing on first-time participants and making these experiences affordable, including the provision of stipends to some of the most qualified and financially needy students.

Making Lehigh a Destination for International Students, Scholars & Visitors

- As part of enrollment management, Lehigh needs to continually assess the optimal proportion of international students (graduate and undergraduate) on campus.
- Is the cost of studying at Lehigh a problem? Not a problem for Indo-Asian middle class and the Middle Eastern students, but it's still difficult for some regions such as South America and Africa. Limited scholarship support such as from the Botstiber Foundation should be expanded.
- Lehigh should market its global brand in various regions overseas despite the overwhelming name recognition of ivy and large universities.
- We need to continually assess what makes LU competitive overseas; why do international students come to Bethlehem, PA?
- As with all student cohorts, it is important to have a proper infrastructure for international students on campus.

Update

- **Undergraduate, graduate, and Fulbright students and visiting faculty members**

In the fall 2012, 300 international undergraduate students and 708 international graduate students are studying at Lehigh. These numbers can be compared to the 266 undergraduate students and 642 graduate students reported in fall 2011.

Currently, there are 16 Fulbright graduate students from 12 countries studying at Lehigh and 3 Fulbright visiting faculty members representing three countries. This compares to 13 Fulbright graduate students and no Fulbright visiting faculty in 2011.

- **Pipelines for funded undergraduate students and transfer students**

In addition to the continued efforts to cultivate and maintain the supply of fully funded qualified undergraduate students from the International Education College (INTEC) Malaysia, and the Botstiber Foundation, the OIA managed over the past three years to develop a new pipeline of qualified fully funded undergraduate Saudi students from King Fahd University of Petroleum & Minerals (KFUPM) to study at Lehigh for one semester. Currently, 8 INTEC, 10 Botstiber, and 13 KFUPM students are studying at Lehigh.

During the September 2012 LU delegation trip to China, a couple of our partner universities indicated interest in making Lehigh a destination for some of their best undergraduate students with financial support from the Chinese government to study for one or two years (junior/senior). If done properly, these students may be qualified to continue towards their MS and or PhD studies at Lehigh also with support by the CSC funds.

- **Lehigh Summer School for Southeast University (SEU - China) –**

In the summer 2012, the OIA in collaboration with RCEAS organized and offered for the second year a 3 ½ week summer school experience for 20 engineering faculty members from SEU. The SEU faculty's objective was to learn how LU teaches 1st year engineering using hands-on project-base experiences for undergraduate students. SEU paid fully for of the summer school, which covered the entire cost and compensation for the participating LU faculty/staff. While at Lehigh, the SEU faculty met individually with their Lehigh faculty counterparts to discuss opportunities for research and graduate studies in areas of mutual interest. SEU just requested a repeat of the program during the summer 2013.

- **The U.S. Russia Foundation (USRF) Grant**

Lehigh participated with Kazan National Research Technological University (KNRTU), based in Kazan, Russia, in a winning proposal to the U.S. Russia Foundation in the Development of Innovative Entrepreneurship in Research,

Production and Processing of Polymer Composites. The funds will support 12 of Kazan faculty and staff to participate in a one week workshop on commercialization conducted by Lehigh faculty/staff in December 2012.

In addition, the USRF grant covered the cost of sending a participant from KNRTU to Iacocca Institute's Global Village on the Move, which was held in Italy, during September 2013.

The Global Village on the Move will be held at KNRTU in Kazan, Russia during the summer of 2014.

- **Benefits and contribution to Lehigh's global brand and international marketing**

The above activities bring international faculty and staff to Lehigh campus as visiting professors, as participants in summer courses or workshops, and as international students to study at Lehigh, and there is every indication that this area will grow. Assuming that their experience at Lehigh is valuable and memorable, we expect that these individuals would be among the best conduits for spreading Lehigh's brand and marketing of our programs upon their return to their home countries with the expected result of recruiting more of their peers to select Lehigh as a destination for their studies and learning.

Internationalization of Lehigh University and its Foreign Policy

- Lehigh may need to define a foreign policy that can articulate what we want to look like in the future – why, where, who & what?
- The university should ensure that our current branding efforts consider the Lehigh brand as a global brand.
- We should seek themes or initiative that can weave international activities together (e.g., clean water, alternative energy, environment, women issues, social justice; etc.)
- We are identifying metrics focusing on outcomes that demonstrate the long-term impact of Lehigh's international efforts. It is also important to identify the contribution of LU's faculty, students and alumni to the global community.
- There is a need to provide appropriate resources to support the implementation of Lehigh's international portfolio. International initiatives should be incorporated in Lehigh's campaign.

Update

- The university-wide branding exercise is underway. The OIA has contributed to the interview conducted by the external consultants who are helping Lehigh with its branding project.
- The process of selecting themes as a way to integrate and weave international activities together have started on a small scale by selecting a few themes that match the faculty members scholarly work for leading cohorts of undergrad students in their summer or winter theme-based international experience abroad. Examples are the "Religious Pluralism and Democratic society" (which is part of Globalization and Social Change Program) for the Indonesia undergraduate summer program and the "Sustainable Development" for a group of Iacocca International Internships in Costa Rica. As mentioned above, the recent Freeman grant is expected to fund four or five cohorts of students to work on a few thematic programs to be done in Indonesia, Cambodia, Malaysia and China during the summer 2013.

- **Global Perspectives Courses Inventory**

In 2011, the OIA/OIR Metrics Task Force initiated a comprehensive inventory of academic course offerings within Lehigh's curriculum, with the objective of trying to identify those courses (at both the graduate and undergraduate levels) that have incorporated global perspectives into their academic material. The definition used for this review was as follows: "Globally themed" courses were operationalized as courses that focused on or took into account material from the global or international perspective, or as those in which subject matter was used to compare the national perspective to the global perspective.

The inquiry procedure consisted of reviewing the 2010-2011 course catalog to identify courses that clearly included global perspectives in their course descriptions, followed by personal meetings with and interviews of program directors and department chairs and some faculty members. The summary of the results are given in the table below.

College	Total Courses	Global Courses	Percentage
CBE	137	26	18.98%
CAS	1207	464	38.44%
COEd	179	21	11.73%
RCEAS	397	3	0.76%

- **Metrics - the “new” international dashboard**

As has been previously reported, since Globalization is one of the three Grand Challenges of Lehigh’s Strategic Plan, considerable effort has been invested in identifying the appropriate metrics with which to measure progress in this specific arena. As many of these metrics are of greater substance than those previously used, the data gathering—although progressing—has been more challenging than originally anticipated. Below is a list of the “new” metrics along with indications of where we are in their production:

(1) International Connections

- a. LU faculty int’l activities Survey to be conducted Fall 2012
- b. Lehigh memos of understanding Completed
- c. LU int’l alumni Completed
- d. Int’l fund raising In progress
- e. Int’l rankings Completed

(2) International Experiences for Students

- a. UG int’l experience (credit bearing) Completed (on traditional dashboard)
- b. UG int’l experience (non-credit bearing) Completed (on traditional dashboard)
- c. Graduate student int’l activities In progress
- d. Fulbright outbound students Completed

(3) LU Destination for International Faculty, Students, and Visitors

- a. Int’l UG enrollment Completed (on traditional dashboard)
- b. Int’l GR enrollment Completed (on traditional dashboard)
- c. Short term inbound int’l students Completed
- d. Fulbright inbound GR students Completed
- e. Int’l scholars/researchers In progress

(4) Internationalization of Lehigh University

- a. Domestic int’l-based programs In progress
- b. Int’l scholars/researchers In progress
- c. Int’l components in LU course offerings Completed
- d. Media Presence (internal & external) Completed
- e. Fulbright scholars (inbound and outbound) Completed