

# COMMISSION ON OUTREACH AND INTERNATIONAL AFFAIRS

## Minutes

September 19, 2019; 3:30-4:30 p.m.

Gateway Center; 902 Prices Fork Road; Suite 120

**Attendance:** Andrea Brunais (guest), Urs Buehlmann, Nick Copeland, Svetlana Filiatreau, Guru Ghosh, Ben Grove (for Ed Jones), Ralph Hall, Don Hempson, Juan Luis Nicolau, Cassidy Rist, Robert Weiss, Xiaowei Wu

**Absent:** Michael Borowski, Wayne Crotto, Ashley Johnson, Ed Jones, Lee Learman, Morgan Paulette, Susan Short, Kang Xia, LaWanda Wright

1. **Welcome and Introductions:** Urs Buehlmann welcomed the group. Self-introductions were made.
2. **Agenda Approval:** Urs made the call for motion to approve the agenda; motion made; was seconded; all were in favor, there was no opposition and the agenda was approved.
3. **Call for Announcements:** The call for announcements was made. Guru Ghosh indicated that at his leadership meeting he hosted University Relations to talk about the updated Virginia Tech website. The homepage was pulled up for the members, Guru pointed out that Engagement/Public Extension in relation to VT's engagement and outreach work, and the university's land grant mission were not visible on the drop down or top choices to learn more about. Guru's suggestion was to draft a letter to the Provost and President on behalf of the commission in order to point out the omission. Guru indicated that he, Ed Jones and Urs could sign the letter if the commission agreed that this was an issue they want to take up. Electronic voting will be collected.

Urs reminded the group about the DRAFT document of Principles of Shared Governance that needed feedback sent to Kim Rhodes by October 11<sup>th</sup> (**see attached**).

Guru also announced that Provost Clarke would be traveling to give a commencement address to Thapar University later next month and will be visiting with other agencies. He also spoke about Kathy Alexander working on projects in Botswana that includes the colleges of Vet Med, Science and Natural Resources and Environment.

4. **Announcement of Approval of Minutes, August 29, 2019:** Urs announced that the August 29, 2019 minutes were approved electronically and forwarded to University Council for approval and posting. Approved minutes can be found: <http://www.governance.vt.edu/>.
5. **Chairman's Report:** There were no resolutions presented at the University Council meeting from the September 16, 2019. The Commission Chairs reports were presented and for COIA, the work on funding for international scholarships was presented. Provost Clarke is scheduled to attend the October COIA meeting to discuss the scholarship funding. The suggestion was made to draft a resolution to fund scholarships to be sent to University Council.

For new members to the commission, background was discussed from a letter that was drafted by COIA and sent to President Sands and a follow up letter sent to the Provost to respond (**see attached**). The letter outlined the importance of study abroad opportunities that were expressed by President Sands upon his arrival at Virginia Tech, the decrease in support for Study Abroad scholarships and the request for additional funding for scholarships. The letter was acknowledged and one-time monetary investment was made. There seems to be a disconnect between the strategic plan and the capital campaign goals; and university buildings have become more important above specific university programs. The commission is asked to review the letter and see where it might be aligned within the Capital Campaign.

Svetlana Filiatreau shared about the possibility of VT becoming a school of record for a number of third-party providers of study abroad. Such arrangements may offer an opportunity for VT international students to take summer courses (particularly, lower level courses) in their home countries (China is one example). In addition, because of VT reputation, non-VT students would likely enroll (a market niche that is currently served by University of Wisconsin and other schools). Offering additional credit courses to non-VT students could be identified as non-captured tuition; which could be used to support study abroad scholarships. Svetlana suggested creating a sub-committee through UCIA to explore the “school of record” model and then bring information to COIA.

The second item that was brought forth for the Commission Chairs report was the pursuit of UCIA develop a method to engage international alumni. There was a presentation that was given at University Council to outline the Commonwealth of Virginia Campaign (CVC); \$390,000 is the goal for this year and last year over \$380,000 was raised.

6. **Election of Vice-Chair:** The background on the duties of the Vice-Chair was given: 1) the Vice-Chair is responsible for assembling a sub-committee to review application packets and collect voting for the Alumni Awards for Outreach Excellence (both Individual and Team Awards). Deadlines for application packets are 4:00 p.m. January 31, 2020. In order to be eligible for the Vice-Chair position, nominees must have one year after current year in order to serve as the Chair for COIA. The list of eligible members from the most current roster that had more than one year of service on the commission left was passed around. The suggestion was made to have 2 Vice-Chairs for this year if the load seemed to be to great. After much discussion, Ralph Hall and Nick Copeland volunteered to be Vice-Chairs for this year, and decision for Chair 2020-2021 will be made at a later date.
7. **Committee Volunteers for Alumni Awards for Outreach Excellence:** The call for volunteers for the Alumni Awards for Outreach Excellence review committee was made; five (5) members need to be on the review committee. Currently we have Ralph Hall, Nick Copeland (as co-vice-chairs of COIA), and Cassidy Rist from COIA. We will need one more volunteer from COIA; and Ralph Hall and/or Nick Copeland will need to contact a previous award winner to ask if they would be willing to serve on the review committee. Kim will send out in an email another push for one more person to volunteer to serve on the review committee. The expectations of the committee include: 1) reviewing the criteria for the award (**see attached**); 2) reviewing the applications that come in (deadline is January 31, 2020 at 4:00 p.m.); and 3) as a group, discussing either in person or remotely the application packets to decide on a winner for both the individual and the team awards. The vice-chairs will be responsible for reviewing and approving the announcement memo that will be publicized; as well as convening the review committee and selecting a winner for each award (typically within the first week of February). All materials must be submitted to special events by the first week of March, therefore the vice-chairs will be in contact with Kim mid-February with the winners’ names. Kim prepares the announcement memo for review and publicizes the awards, puts materials on the web, receives application packets, posts them to Google Drive for all members to access as they come in, receives the award winners and puts the material packets together for Special Events.
8. **Reports:**  
**VCE:** Ben Grove was attending for Ed Jones and discussed some of the activities for the Virginia Cooperative Extension (VCE). He spoke about the visit of Roger Thurow, Chicago Council on Global Affairs, earlier this week and his series of talks on hunger and nutrition in Africa. Ben also spoke about the dedication of the Center for Food Systems and Community Transformation; two advisors from the Ireland exchange program visiting campus; the GAP report produced by Virginia Tech this year that will be presented at the World Food Prize event in Des Moines, Iowa in October at which President Sands will be a keynote speaker.

**UCIA:** Svetlana Filiatreau announced there was no report, since UCIA has not met since last meeting. UCIA is scheduled to meet on Monday, September 23, 2019. The minutes for all UCIA meetings that have been approved thus far are available at the following link on-line: <https://www.outreach.vt.edu/VP/CommissionsAndCommittees/ucia/uciaminutes.html>.

**ELC:** Urs spoke about the Engagement Leadership meeting from September 5, 2019, which included a presentation from Tom Cupo, General Manager at The Inn. Tom spoke about the converted rooms for student space, the seafood buffet at The Inn on Friday nights was uplifted. Guru mentioned that the Executive Chef has worked at William & Mary and has cooked for a variety of people. John Provo gave an update of the Vibrant Virginia and Rural Virginia Initiative; Susan spoke about the Engagement Scholarship Consortium annual meeting to be held in Denver, Colorado with the pre-conference October 6-7 and the conference October 8-9, 2019 (<https://engagementscholarship.org/>). Virginia Tech will host the 2020 conference in Philadelphia, PA. Susan also talked about the COTA small grants program as well as Inn Incentive Funds. Members of the group gave updates on programs in their areas. Minutes can be found (<https://www.outreach.vt.edu/about/commissions-committees/elc/elcminutes.html>).

**9. Global Alumni Engagement Sub-Committee Update:** Svetlana suggested having UCIA take over the committee. She mentioned that the report was completed in 2018 and VT has rolled out a number of new systems since then. The sub-committee would need to update recommendations to COIA, and more information will be forthcoming. Guru mentioned that the Dean of Pamplin will be at the Hokies in London event next year; this past year about 100-150 alumni attended. Svetlana was arranging international internships opportunities; and mentioned a possible future event in China.

**10. Commission Board Member Comments:** Urs recapped the action items to include: 1) Kim will send out the letter that was sent out regarding study abroad scholarships; 2) the group will send Kim potential questions to ask the Provost (due by **noon** on **October 11, 2019**); 3) Guru is to send a DRAFT letter for the commission to review with regard to the website omission; 4) Kim is to send an email requesting one (1) more member to serve on the award selection committee. As a reminder, discussions should include specific and concrete examples of what is important to COIA and the impact of study abroad.

A motion to adjourn was made, seconded; all were in favor. The meeting adjourned at 4:31 p.m.

Respectfully submitted,

Kimberly Rhodes, Recording Secretary

**TENTATIVE MEETING DATES FOR 2019-2020-***(All meetings will be from **3:30-4:30 p.m.** and will take place at the Gateway Center-902 Prices Fork)*

- October 17, 2019
- November 21, 2019
- December 12, 2019
- **JANUARY-NO MEETING**
- February 20, 2020
- March 19, 2020
- April 16, 2020
- May 7, 2020

Dear Colleagues,

Near the end of last spring President Sands formed the ad hoc “President’s Committee on Governance” and charged it as follows:

“In order to align our governance with the needs of a twenty first century university and the Beyond Boundaries vision for Virginia Tech, an ad hoc committee will be formed and charged with defining a set of guiding principles for effective and equitable governance and outlining any changes to our existing system of governance required to put these principles into effect. The committee will be composed of a representative cross section of faculty, staff, administrators, and students, and will report to the president. Upon the president’s approval of the committee’s recommendations, they will be taken through governance in the usual form of a resolution. The committee will be co-chaired by the Executive Vice President and Provost and the President of the Faculty Senate.”

After meeting over the summer and into the start of the current semester, the committee has completed a draft of the principles. We write to ask that you share the “Virginia Tech Principles of Shared Governance” with your constituency and gather feedback to pass along to the committee. We hope to have your input one month from receipt of this letter.

In future meetings the committee will discuss the preferred characteristics of governance and propose and debate hypothetical structures that embody those characteristics. As the work of the committee proceeds, we will seek your input repeatedly as part of an iterative process through which we will reconsider our ideas and proposals in light of the feedback from the wider community.

Thank you,

Cyril Clarke  
Executive Vice President and Provost  
Co-chair of the President’s Committee on Governance

John Ferris  
President of Faculty Senate  
Co-chair of the President’s Committee on Governance

## **Virginia Tech Principles of Shared Governance: a draft document from the President's Committee on Governance (9/7/19)**

We believe that the essential purpose of shared governance is to further Virginia Tech's missions of teaching and learning, research and discovery, and outreach and engagement; that shared governance is the means by which we organize the components of the university into an interdependent whole; that collaborative decision-making is the foundation of strategic and coordinated effort; that governance is a key component in advancing diversity; that periodic evaluation of shared governance improves its operation and increases its adaptability to evolving conditions; and that shared governance should operate within the framework of the following principles at every level of Virginia Tech's various locations:

### *1) Respect, collaboration, and trust*

We recognize that the Board of Visitors, administrators, faculty, staff, and students have differing roles, scopes of authority, and accountability; that these differences are necessary and productive; and that a mutuality of respect for our varying roles and responsibilities is essential for good faith dialogue, collaborative decision-making, and trust in the processes of governance.

### *2) Clarity of roles and authority*

We commit to maintaining a shared understanding of Virginia Tech's system of governance, including clear guidelines for our separate and mutual areas of responsibility for determination, recommendation, and consultation on particular matters, and recognize that the roles and authority of the Board of Visitors, administrators, faculty, staff, and students can vary depending on context and topic.

### *3) Inclusiveness*

We will employ democratic processes, including the use of representative bodies, to ensure that the views of all constituencies are reflected in our decisions and increase the likelihood that a course of action will be broadly supported and implemented. Revisions to and the creation of new initiatives, policies, and programs will be carried out within our formal system of governance, except when exigent circumstances require university leaders to act outside the structure of shared governance.

### *4) Communication*

In order to capture and reflect the scope of opinions across our various constituencies and locations, we expect honest and respectful communication and that every component of governance will maintain clearly defined channels for reciprocal communication within and between constituencies.

### *5) Accountability*

While recognizing that the Board of Visitors and President are legally accountable for the condition and operation of the university, we affirm that when acting as participants in governance we are accountable to each other, as individuals and constituencies, for our actions, statements, and the proper execution of our duties in a timely fashion.

### *6) Commitment*

We believe that shared governance requires a commitment of good will on the part of all participants, the broad recognition of shared governance as an important activity, and sufficient resources for the effective operation of shared governance.



May 23, 2018

Dear President Sands,

Since your arrival at Virginia Tech, you have expressed a welcomed appreciation for the life-changing experiences students undergo while studying abroad. Similarly, you quickly recognized that Virginia Tech should be proactive in reducing obstacles to study abroad and global engagement, for both faculty and students. In your remarks at your installation as president of Virginia Tech, you stated, “Every undergraduate who wishes to participate in study abroad should have the opportunity to do so without delaying progress toward degree goals and without financial hardship.” Unfortunately, this has yet to be realized, especially concerning the latter issue. It has recently come to the attention of the Commission on Outreach and International Affairs (COIA) that study abroad scholarships will soon decrease dramatically.

Following your installation speech, Outreach and International Affairs Division’s (OIA) self-support operation, the Language and Culture Institute (LCI) initiated a scholarship program offered by the Global Education Office (GEO), also within OIA. Last year, for example, LCI provided \$100,000 to GEO, which represents 35% of overall scholarship funding and 71% of the funding allocated to students participating in a non-Steger Center (Riva San Vitale, Switzerland) experience.

International student enrollment in LCI’s programs has dropped precipitously due to our nation’s evolving global priorities; in turn, so too has the Institute’s ability to support GEO. LCI has agreed to honor the \$7,500 scholarship commitments GEO already offered for the 2018-19 academic year, but the loss of further funding means that GEO will be unable to offer significant financial aid to our students. The number of non-Steger Center students who receive scholarships (small though the scholarships have been, between \$1,500 and \$6,500) will drop from around 50 to under 20. The result will be that students from affluent families will go abroad, while others will be excluded from this transformative opportunity. GEO’s ongoing efforts to reach out to students from groups traditionally hesitant or unable to engage in study abroad programs—including first generation college students, students from underrepresented minority groups, athletes, and STEM majors—will be for naught.

We are approaching you with two requests. The first is short-term. We ask that the President’s office commit funds to make up for the loss of LCI’s support to GEO. Without a sustained infusion of funds to GEO, many of our current students will be precluded from studying abroad. An annual commitment of at least \$150,000 over the next five years will permit GEO to continue to recruit students who, due to financial limitations, would not otherwise even consider studying abroad.

Given the critical importance of study abroad to the institution—to students and faculty alike, and to our mission to be a global land grant university—it is deeply concerning that GEO has had to

rely so heavily on soft money funneled through another office within the OIA division. Medium and long term planning is compromised, and it is difficult for us, as faculty, to advise students when we cannot assure them that scholarships will in fact be available. Scholarships must also be larger, since at current levels they can defray only a portion of study abroad costs and for a limited number of students. For low-income students, scholarships that cover fifty or seventy-five per cent of costs can be insufficient to make study abroad realistic; without significant increases in the number and size of scholarships, we will never be able to approach our goals of expanding study abroad.

This reflects poorly on the university, suggesting that we are not truly committed to our students and to our global mission. Thus, our second request is for you and your advancement team to work with GEO, OIA, and COIA to establish a robust philanthropic plan that will generate substantial funds for study abroad scholarships for Virginia Tech students.

The Commission looks forward to your response and to working with your office on this critical issue in the coming months.

Sincerely,



Brett Shadle, Current Vice-Chair and Incoming Chair  
Commission on Outreach and International Affairs (COIA)  
Professor of History, Virginia Tech

cc: Cyril Clarke  
Guru Ghosh



October 29, 2018

Dear Dr. Clarke,

Over the past several weeks, Theresa Johansson, Director of the Global Education Office (GEO), Dr. Guru Ghosh, myself and my fellow members of the Commission on Outreach and International Affairs (COIA) have continued our research and review into and discussions on study abroad scholarships. The following page summarizes our findings and recommendations.

I would like to invite you to visit a COIA meeting to discuss our proposals in more detail. We have two remaining meetings this semester, on November 15 and December 13. Both meetings will take place in the Gateway Center, Suite 120 from 3:30 to 4:30 p.m. Please let me know if you are available for either of these meetings.

Sincerely,

A handwritten signature in black ink that reads "Brett Shadle".

Brett Shadle  
Chair, Commission on Outreach and International Affairs.

In his 2014 investiture address, President Tim Sands stated that “every undergraduate who wishes to participate in study abroad [should] have the opportunity to do so without delaying progress toward their degree and without financial hardship.” We fully support these sentiments. National research has demonstrated that students, who study abroad, especially underserved and underrepresented students, perform better academically and have higher graduation rates than those who do not. Study abroad participants also show superior growth in an array of personal traits and “power” skills, such as critical thinking, problem-solving, adaptability, interpersonal skills, communication, and tolerance for ambiguity, many of which are the very qualities that today’s employers – and VT faculty – value most.

Engaging our students in study abroad serves the specific needs of VT students, contributing materially to a VT-shaped education, and particularly to the goal of providing all graduates with experiential learning opportunities. It is difficult to imagine how Destination Areas and Strategic Growth Areas, and the Pathways associated with them, can fulfill their promise if our students have not spent time immersed in other cultures. As President Sands has recognized, “The best way for VT to serve Virginians is to acknowledge that a global perspective is required to help citizens and companies compete internationally and to help address our own complex problems locally.” A body of alumni with that global perspective, nurtured through study abroad, will be increasingly necessary to fulfilling our duty as a global land-grant institution.

The number of VT students engaging in study abroad (1421, i.e., 19.5%) is rising, but remains well below our SCHEV peers. For instance, the majority of our SCHEV peer institutions send at least 25% of their students abroad, and some have grown their study abroad enrollments to 39-69 percent. In fact, two of our fellow research institutions in the commonwealth, the University of Virginia and William and Mary, send nearly 50% of their graduating classes abroad. The Global Education Office (GEO) has set an ambitious goal of increasing participation to 23% by 2020, and 50% by 2030. GEO has the expertise and commitment to remove most of the obstacles towards reaching this goal, such as working closely parents and families, coordinating with Financial Aid to ensure students are able to apply their grants and loans to study abroad, and identifying semesters abroad that will keep students on track to graduate, even in majors with tightly controlled course sequences. However, the single largest challenge, and one that VT must rise to at the institutional level, is cost.

The university now provides GEO a meagre \$25,000 in scholarship funds to serve over 1,300 VT students studying abroad (the entire non-Steger Center study abroad population). These scholarships support less than 2% of the annual study abroad cohort. Many students decline scholarship awards of up to \$3,000 because they are insufficient to bring study abroad experiences within their financial reach; for many others, the gap between program cost and availability of scholarships is so great that they never even apply. At the current level of assistance to less than 2% of study abroad participants, all but the most financially secure of our students are priced out of this transformational and life-changing experience.

Virginia Tech must be serious in our commitment to increasing and equalizing access to study abroad experiences, and if we are to live up to President Sands’ vision VT must begin to offer scholarships to a minimum of 12% of the study abroad cohort annually. For 2019-2020’s target numbers, this translates to 126 short-term (summer and wintermester) faculty-led, 66 semester-long, and two academic year scholarships. We must also make awards at a level that will catalyze enrollment in study abroad programs. After careful review, GEO has concluded that the average scholarship levels necessary for short-term, semester, and yearlong programs are, respectively, \$6,000, \$9,000, and \$15,000 per student. This will require a base budget allocation beginning in FY20 to be \$1,380,000. Ultimately, to achieve the goal of 50% participation by 2030, GEO would require ongoing institutional support in the amount of \$3,888,000 annually.

In the last month, the Commission on Outreach & International Affairs (COIA) has worked closely with the office of the vice president of Outreach and International Affairs (OIA) and the director of GEO to conduct a comprehensive overview of study abroad goals and set scholarship amounts to reach the goals highlighted above. We believe that these aspirational goals of enrollment increase and scholarships are achievable with a combination of institutional funding and private philanthropy. COIA looks forward to discussing this plan with you in more detail, including working with University Advancement leadership to institute a *Global Education Scholarship Fund* in the next Capital Campaign to ensure long-term support for students, thereby enabling vital immersive study abroad experiences to become an integral part of the Hokie experience.

**ALUMNI AWARDS FOR OUTREACH EXCELLENCE**  
*Alumni Award for Outreach Excellence (Individual Achievement)*  
*Alumni Award for Outreach Excellence (Team Achievement)*

**Description of Award:**

These awards, sponsored by the Alumni Association, recognize sustained outstanding contributions by university employees who take leadership in the development of strategic partnerships that promote Virginia Tech’s standing as an “engaged institution.” As defined by the Engagement Scholarship Consortium, an engaged institution is:

*One that strives to generate, exchange, and apply mutually beneficial and socially useful knowledge and practice developed through active partnerships between the academy and the community.*

These awards recognize the importance of reciprocal relationships that enhance the economic and social well-being of individuals, families, businesses, and communities around the commonwealth, the nation, and the world, and enrich and strengthen the university’s discovery, learning, and engagement missions.

**Criteria:**

The selection committee seeks evidence of:

1. Active partnership with and participation by the community
2. Creative and innovative programs
3. Programs that meet a specific community need
4. Sustained programs (preferably over a period of several years)

The description of the work should highlight its focus, including how it is planned and implemented to deliver coherent content in response to the needs and interest of the target audience.

**Nature of Award:**

The Commission on Outreach and International Affairs, with the support of the Virginia Tech Alumni Association, sponsors an annual awards program entitled “Alumni Awards for Outreach Excellence” including two awards—one for individual accomplishments and one for team accomplishments. The Commission also sponsors an award for each of the eight colleges (for individuals or teams).

Recipients of the Alumni Awards receive \$2,000, a plaque, and are automatically inducted into the Academy of Outreach Excellence. All monetary awards are dispersed via the payroll system (as applicable) and taxed at required tax rates. Members of a team receive an equal portion of the \$2,000. *Detailed information may be found at <https://www.outreach.vt.edu/VP/AwardsAndRecognition.html>.*

## **Eligibility:**

1. For the Individual Award, applicants must be current instructional/research faculty of Virginia Tech for a period of at least three (3) years, and not retired, on the day of the application deadline.
2. For the Team Award, the team leader must be instructional/research faculty of Virginia Tech for a period of at least three (3) years, and not retired, on the day of the application deadline.
3. Preference will be given to sustained outreach and engagement over a period of at least three years, although in exceptional cases, the award may be given for a single piece of outstanding work without regard to time.
4. Applicants who have received their respective college's outreach and engagement award may apply, though receiving their college's award is not a prerequisite to be considered for this award.
5. Prior applicants are eligible to re-apply with an updated cover letter and other application materials.

## **Application Requirements and Process:**

The application package is to be submitted by the applicant(s) must include the following (12 pages maximum):

1. Application Form: <http://www.outreach.vt.edu/documents/awards/outreach/2019applicationform.pdf>.
2. Cover letter (not to exceed four pages): The letter should highlight the contributions to outreach and engagement by the applicant(s), including a description of the effort and how it meets the selection criteria. Please be sure to include:
  - a) **Individual Award:** Applicant Name and Position/title within the university (must be instructional/research faculty)  
**Team Award:** Applicant Names and Position/titles (identify team leader; team leader must be instructional/research faculty)
  - b) Description of work completed and why it merits recognition  
Suggested points that may be covered:
    - o Description of the outreach and engagement program and activities
    - o How the program responds to the current needs and interests of people
    - o Highlights of the subject matter expertise of the applicant(s)
    - o Communication methods utilized in the program
    - o Evidence of outreach and engagement leadership by the applicant(s)
    - o Professional/scholarly activities by the applicant(s)
3. Citation statement for the award announcement (limit of 100 words).
4. Two letters of support from constituents served by the applicant's or applicants' outreach and engagement activities (not to exceed one page each).
5. If desired, additional documentation referenced in the cover letter to support the application (not to exceed four pages).

**Application packages** must be submitted by **4 p.m. January 31, 2020** either as a single PDF document to [rhodesk@vt.edu](mailto:rhodesk@vt.edu); or hard copy to:

Outreach Excellence Awards Selection Committee  
Kimberly Rhodes  
Campus Mail (0265)  
Gateway Center  
902 Prices Fork Road; Suite 120  
Blacksburg, VA 24061