

Carnegie Mellon University

www.cmu.edu



International Strategy

K. Jimmy Hsia Vice Provost for International
Programs and Strategy

Steve Kloehn Vice President for Marketing and
Communications

Process to Develop CMU International Strategy

- International Strategy Working Group
- Two meetings to date, on Feb. 20 and April 2
 - Identified important issues
 - Prepared for Town Hall on International Strategy
- April 14: International Strategy Town Hall meeting
- April/May: Initial draft
- Summer: feedback from community, re-writing
- September: Final delivery

International Strategy Working Group

Working Group Members:

K. Jimmy Hsia (VPIPS)
Steve Kloehn (VPMC)
Omer Akin (CFA)
Lenore Blum (SCS/CIE)
Emil Bolongaita (CMU-A)
Romaine Botti (CIT)
Amy Burkert (VPE)
Iliano Cervesato (CMU-Q)
George Darakos (SCS)
Jim Dawson (Advancement)
Janet Feindel (CFA)
Irene Fonseca (MCS)
David Garlan (SCS)
Linda Gentile (OIE)
Peggy Heidish/Rebecca Oreto (ICC)
Shirley Ho (MCS)

Bruce Krogh (CMU-R)
Philip Lehman (SCS)
Pierre Liang (Tepper)
Joseph Mertz (HNZ)
Jose Moura (CIT/Portugal)
Carrie Nelson (Int. Finance)
Kemal Oflazer (CMU-Q)
John O'Brien (CMU-Q)
Rema Padman (HNZ)
Manfred Paulini (MCS)
Susan Polansky (DC)
Gordon Rule (MCS)
Mel Siegel (SCS)
Nico Slate (DC)
Dena Haritos Tsamitis (CIT)
Dick Tucker (DC)

Town Hall Meeting Agenda

I. Introduction (5 minutes)

Jimmy Hsia, Vice Provost for International Programs and Strategy

Steve Kloehn, Vice President for Marketing and Communications

II. Existing international educational and research activities – challenges and metrics for success (20 minutes)

Dena Haritos Tsamitis (CIT), **Bruce Krogh** (CMU-R)

III. Culture & cross-culture, international experiences (20 minutes)

Manfred Paulini (MCS), **Linda Gentile** (OIE), **David Garlan** (SCS)

IV. Emerging opportunities - strategies and principles (20 minutes)

Shirley Ho (MCS), **Joseph Mertz** (HNZ), **Gordon Rule** (MCS)

V. Mission (10 minutes)

Philip Lehman (SCS), **Jimmy Hsia** (VPIPS)

VI. Wrap-up and Next Steps (5 minutes)

Amy Burkert (VPE)

Goals for Today's Meeting

- Articulate important issues already identified, as well as any new issues
- Collect ideas and perspectives about strategic goals for CMU's international activities and presence
- Collect ideas for actions that help achieve strategic goals

Key Questions

- What should Carnegie Mellon's international engagement look like in 20-30 years?
- Should CMU be giving degrees anywhere other than in Pittsburgh?

II. Existing international educational and research activities

- Challenges, metrics for success**

Dena Haritos Tsamitis

Director, Information Networking Institute

Bruce Krogh

Professor, College of Engineering

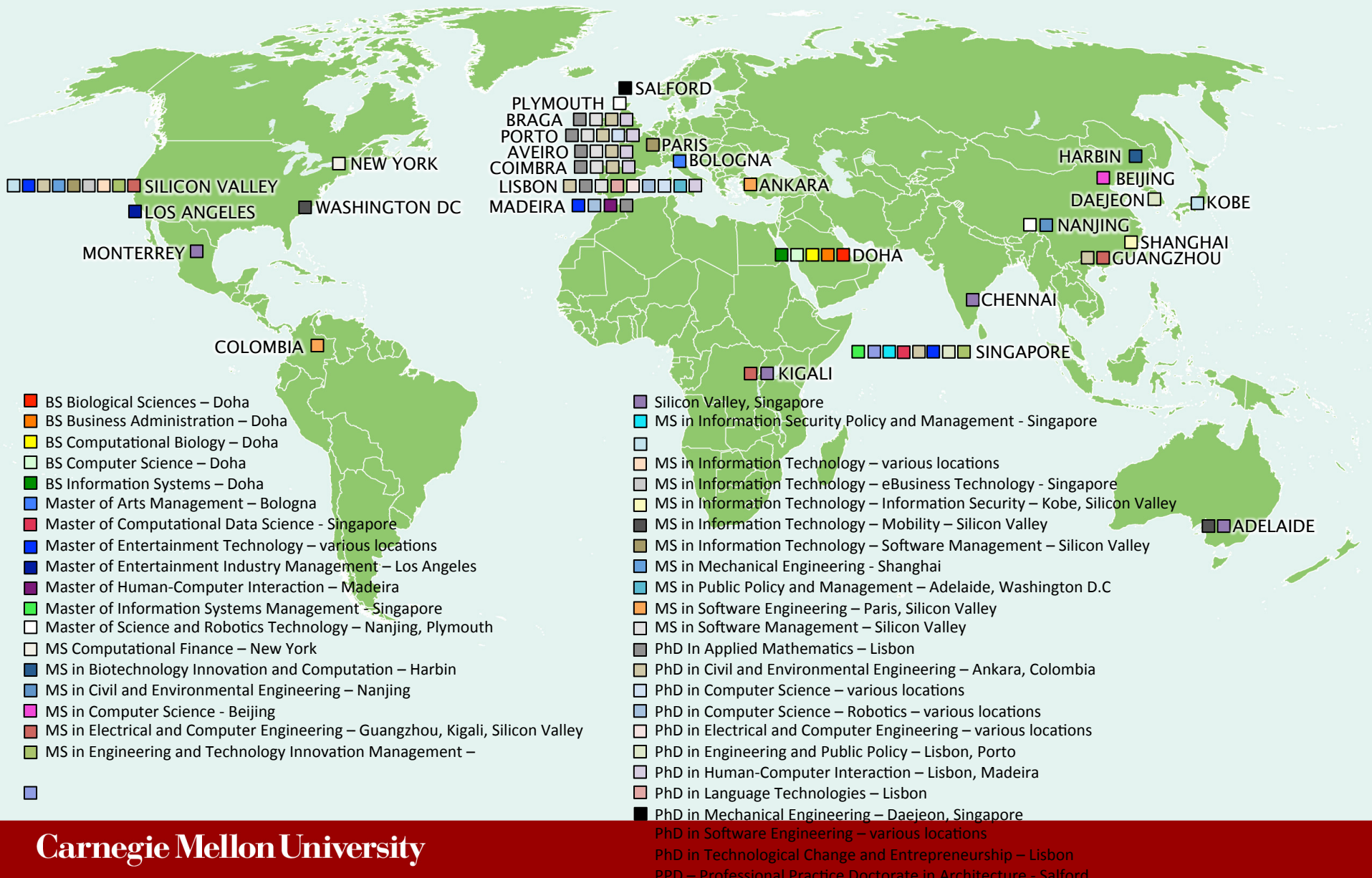
Director, CMU-Rwanda

Resolution Regarding Global Initiatives*

1. ... **be it resolved**, that as Carnegie Mellon University extends its international presence for the purpose of advancing human knowledge and understanding, it shall be guided and governed by the following Principles: Carnegie Mellon University shall control admissions, curriculum and faculty appointments consistent with existing policies in the Faculty Handbook.
2. Carnegie Mellon University standards shall be maintained for all programs and activities.
3. Programs and activities shall not compromise the operational or financial integrity of associated academic units or that of the university.
4. Undergraduate programs shall emphasize development of critical thinking skills in addition to acquisition of competence in selected arts and sciences.
5. Interaction among and between research and learning locations shall be encouraged.
6. Carnegie Mellon University policies of academic freedom of inquiry and freedom of expression shall be assured.
7. Professional masters programs may be tailored to meet local requirements consistent with the overall mission and policies of Carnegie Mellon University.

**May 21, 2007 Annual Meeting of the Board of Trustees*

Educating Global Citizens: 2015 Degree Programs Outside of Pittsburgh



Current State

Decentralized model

- Programs have been developed and are operated independently by departments, colleges, and the university
- Sharing of lessons learned and best practices has been informal (e.g., Paul Goodman's meetings)

Faculty models vary across programs

- Not tenure-track
- Some faculty hired specifically to support initiative
- Some have spent time on main campus, others haven't
- Some integrated with departments on main campus, others not

Current State (continued)

Diverse Initiatives

- Majority are MS , some PhD, and one is undergraduate
- Some don't involve research, others do
- Some degree programs combine courses/time at international location and main campus, others offered in entirety abroad
- Some are “campuses” others “programs”
- Some have international university partners and/or sponsors
- Varied size
- Financial models vary

Evaluating Success

- **How do we measure success?**
- **How do we measure impact?**
 - societal and cultural impact
 - strategic value to the university
 - impact to those countries where we're located
- **How do we plan for sustainability beyond our engagement?**
- **How and when do we plan our exit strategy?**
- **How do we measure opportunity cost?**

III. Culture & Cross-Culture

- International experiences

David Garlan

Professor, School of Computer Science

Director, Professional Software Engineering Programs

Linda Gentile

Director, Office of International Education

Manfred Paulini

Professor, Mellon College of Science

Guiding Principle

- **Global education will be more and more vital for student success in decades to come**
- **Need to ensure that CMU's fundamental values are present and visible at all campuses and programs**
 - > Guiding principle for establishing international locations
 - > Important aspect: Cross-culture fertilization of CMU values
 - What are the essentials of the Carnegie Mellon culture?
 - What defines a CMU experience ?
(curriculum versus intangible aspects)

Housekeeping at Home

Full integration of diverse student cultures and backgrounds at CMU-Pittsburgh campus

- Integrate US and international students in process to become better global citizens
- Identify and improve current needs for international students
- Provide sufficient resources to address the needs of international students (OIE, ICC, ...)

Propagate CMU Culture

Propagate CMU Culture to international locations to foster cross fertilization:

- **Create incentives/programs for CMU-Pittsburgh students to spend time at international locations and vice-versa**
 - Connect with JTerm idea from other parts of strategic planning ?
 - Research based exchange programs ?
 - Required courses offered at international locations ?
 - Issue: Preparation of int. students to come to CMU-Pgh (language) ?
 - Issue: Often MS programs have many international students – require students to travel again?
- **Similar incentives for faculty, staff, alumni ?**

Propagate CMU Culture (continued)

- Other ways to ensure that distinct values of CMU culture are elements of our international engagements ?
- How to utilize international research collaborations on faculty level to enhance international presence?
- Keep an open mind for opportunities for how CMU's domestic and international locations can enrich the CMU experience across locations ?

IV. Emerging Opportunities

- Strategies and principles

Shirley Ho

Assistant Professor, Mellon College of Science

Joseph Mertz

Associate Teaching Professor, Heinz College

Director, Technology Consulting in the Global Community Program

Gordon Rule

Professor, Mellon College of Science

Looking Forward

Carnegie Mellon has a long history of international activities

- How do we distill the experiential wisdom into a set of best practices and policies for future opportunities?
- How do we maintain the innovative character of new international partnerships?
- What should be the guiding principles for selecting and developing our new opportunities?

Principles Guiding Our Next Opportunity ?

- Potential societal changes
- Potential educational enrichment at all campuses
- Potential research opportunities across campuses and at individual ones
- Financial integrity: Revenue positive on day 1 necessary?
- Mechanism for shepherding of new opportunities
- Academic rigor across campuses

V. Mission Statement for CMU International

Philip Lehman

Associate Dean, School of Computer Science

Jimmy Hsia

Professor, College of Engineering

Vice Provost for International Programs and Strategy

Draft Mission Statement for CMU International

We are — and we educate — Citizens of the World. CMU's strategic goal for international engagement is to provide world class research and education in partnership with a global community of various cultures, diverse backgrounds, and countries, without the borders of a campus, to achieve broad societal impact.

VI. Wrap Up and Next Steps

Amy Burkert

Vice Provost for Education