

FROM THE PRESIDENT

Carnegie Mellon University offers diverse and innovative degree programs in a number of locations outside the United States, including an undergraduate campus in Qatar; graduate degree programs in Australia, Japan, Portugal, and Rwanda; and numerous other educational partnerships throughout the world. CMU's global presence has increased substantially since 2000 and is one of the most international of US research universities.

Every location and degree program is unique, with its own needs and opportunities. There are also common denominators—the need to recruit students; the need to establish working relationships with partners, communities, and governments; the need for sensitivity to the local environment and cultures. And wherever we go, we operate under Carnegie Mellon's values and standards.

The International Administrative Services Coordinator's role is to help organize and manage these programs, to share best practices, and to work with faculty in developing educational offerings in new locations. Establishing and operating international programs is more complex, time consuming, and expensive than you might expect. Legal and financial constraints, staffing requirements, student recruitment, and ongoing communication issues can be daunting, and usually must be tailored to the specific requirements of each country and program. CMU's International Administrative Services Coordinator and other administrative staff can help in understanding these choices and finding solutions.

I encourage you to get in touch with this office early in the process of any planned international initiative. This will help ensure success, provide you with necessary resources and assistance, and reduce the demands on your time and attention.



UNIVERSITY-WIDE VALUES

Carnegie Mellon University Strategic Plan

DEDICATION, as exemplified by our commitment to the critical issues of society and our uncompromising work ethic

COLLABORATION, as exemplified by our interdisciplinarity, our external partnerships, and our capacity to create new fields of inquiry

MEASURING EXCELLENCE BY IMPACT, as exemplified by our focus on issues critical to regional development, national interest, and global welfare

ENTREPRENEURSHIP, as exemplified by openness to new ideas, prudent use of resources, and readiness to act

DEPTH DRIVING BREADTH, as exemplified by our issue-driven research, our context-based general education initiatives, and our focus on problem solving and creative production at all levels

COMPASSION, as exemplified by our focus on human welfare, on the betterment of society, and on the personal development of the members of our community

INTEGRITY AND INCLUSION, as exemplified by our attention to the highest ethical standards in all domains, and our commitment to being a community which welcomes talented minds from diverse backgrounds and challenges them individually and collectively to achieve their best

In addition to operating under CMU values, international programs shall be guided and governed by the seven principles outlined in the Resolution Regarding Global Initiatives Approved by the Board of Trustees

www.cmu.edu/strategic-plan

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Carnegie Mellon University

GUIDELINES for Programs Offered Outside of the United States



All academic programs require the approval of your department head, dean and the provost. The coordinator of international administrative services provides logistical support for program planning and development. Examples of the kinds of considerations covered include:



1. **MARKET ASSESSMENT** – Due-diligence research on the market for your program should be conducted so that pricing and operating plans can be designed in an informed context.
2. **PHYSICAL PRESENCE** – In general, a physical presence may be called for in a country if the program will involve activities or operations beyond 30 days per calendar year. If there are other Carnegie Mellon programs in the country, or if CMU employees are required to travel to the country, these activities may count toward the number of days in determining whether a physical presence is required.
3. **LOCAL LAWS** – If your program has a physical presence, the university must comply with local laws regarding business registration, labor and taxation. It is important that the legal requirements are identified and reviewed in advance.
4. **ACCREDITATION** – Depending on the nature of the program, you may need to obtain or revise its accreditation in the country, or the university's accreditation in the U.S.
5. **BUDGET** – Expenses such as personnel (local hire, expatriate, etc.), travel, allowances, equipment, advertising and public relations, facilities, taxes, legal fees and other operating costs need to be identified and included in a program's budget. Plan for contingencies as well.

6. **PAYMENT** – If your program's partner is based outside the U.S., you must take steps to ensure you will receive funding on time (e.g., some countries' banking systems are government controlled) and that invoicing takes into account all related in-country taxes and withholdings. There also could be issues in repatriating funds to the U.S.
7. **OPERATIONS** – Support services (finance, payroll, computing, human resources, facilities management, enrollment, student services, community outreach, media relations, etc.) that your program may require from the university and/or external providers must be identified, budgeted in advance and put in place.
8. **INTELLECTUAL PROPERTY; EXPORT CONTROLS** – If intellectual property will be created during the program, ownership issues and the impact of applicable foreign intellectual property laws need to be addressed in advance. If equipment, software or supplies need to be shipped to or from the foreign location, export control issues may be relevant.

The coordinator can also facilitate networking with individuals who have successfully implemented international programs.

For additional information about launching your international program, contact:

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