

■ Office of the Provost
and Vice President for Academic Affairs

November 14, 2007

Dr. Lin Lin
Childhood/Early Childhood Education Department
SUNY Cortland
Cortland, NY 13045

Dear Dr. Lin:

As you know internationalization of the campus is a goal of the institution and is reflected in the Academic Affairs Strategic Plan (Goal #3). To assist us in the achievement of this goal we have accepted an invitation of the American Council on Education to become a member of the ACE Internationalization Laboratory for 2007-08. According to the invitation, "The Internationalization Laboratory is an outgrowth of the American Council on Education's (ACE) Internationalization Collaborative, a group of over 75 member institutions of all types that have made a serious commitment to internationalization." "This important ACE activity aims to engage a limited number of institutions in finding new ways to internationalize their teaching, learning, research, and service functions."

In preparation for our campus participation there are several tasks in which we have to engage. There are several commitments we have made. These include the following:

- formation of an internationalization leadership team suited to what we want to accomplish.
- development of a set of global learning outcomes, either recommended or required, and an assessment plan
- review of current institutional internationalization activities, with the objective of sharpening institutional goals, and determining whether students have sufficient opportunity to meet those learning outcomes
- analysis of the findings of the review
- development of a strategic action plan analyzing the state of internationalization on campus and recommending internationalization goals and strategies to achieve them (See the Academic Affairs Strategic Plan)
- site visit by an ACE team (Dr. Madeleine F. Green, Vice President for International Initiatives, and Dr. Barbara A. Hill, Senior Associate), involving a roundtable discussion with the leadership team and key stakeholders to facilitate dialogue, to define key questions and issues, to clarify goals, to build synergy among international activities, and to build support for the process across the campus (*occurred on September 19-20, 2007*)

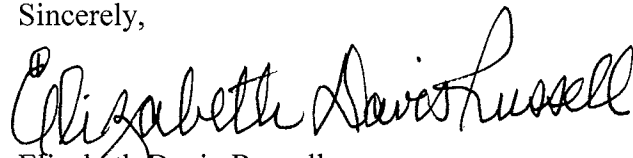
- participation of at least two team members at three one-day meetings of the Internationalization Laboratory hosted by ACE in Washington, DC, to review progress, share experiences, and discuss possible next steps. One meeting will be held in the Summer of 2007, one in conjunction with the meeting of the Internationalization Collaborative in the Spring of 2008, and a final meeting in the Fall of 2008.
- peer review visit by a team of 3 members (including Dr. Hill) for 1 ½ days and an evaluative report and suggested next steps at the conclusion of the review process
- regular monthly contact with the project director and/or the internationalization team for guidance from ACE staff in conducting the review process, analyzing the findings, and offering recommendations for enhancing the action plan
- dedication of sufficient staff time to accomplish the review

Because of your interest in our international agenda, I am writing to ask you to please serve as a member of our campus Internationalization Leadership Team. This is an accelerated agenda we are following, so your decision needs to be guided by that factor.

Please let me know by November 28 if you accept this invitation by contacting Linda Pedrick either by phone at Ext. 2207 or by e-mail: linda@em.cortland.edu.

Thank you.

Sincerely,

A handwritten signature in black ink, reading "Elizabeth Davis-Russell". The signature is fluid and cursive, with the first name "Elizabeth" being more prominent and the last name "Davis-Russell" following in a similar style.

Elizabeth Davis-Russell
Provost and VPAA

Provost's Charge to the Internationalization Leadership Team 9/28/07

The Internationalization Laboratory of the American Council on Education (ACE) is an outgrowth of the Internationalization Collaborative, a group of over 80 institutions of all types that have made a serious commitment to internationalization. The Laboratory involves a small group of institutions interested in engaging closely with ACE for 16 to 20 months to address the complex issues surrounding comprehensive internationalization and assessment at the undergraduate level.

As the ACE Leadership Team you are expected to help deepen our internationalization of the campus. As such you are being charged to do the following:

- Engage the campus through departments and other forums in a discussion of what internationalization means at Cortland. A consensus will then guide our further efforts
- Review the self study written by Henry Steck. Determine if there are gaps in that information and revise the document accordingly. In your revision include an analysis that determines the strengths and weaknesses of our internationalization efforts. Then prepare a set of recommendations to the Provost by the end of the spring 08 semester. After the Provost's response to the recommendations, you will prepare a final report due in the fall 08 semester prior to the peer site visit.
- Develop a set of desired international learning outcomes for our undergraduate students by spring 08. (Attached is a sample) These will then be submitted to the appropriate faculty governance body for review and action. The appropriate governance bodies would review and act on them in the 2008-2009 academic year.
- Develop a communication plan that keeps internationalization and your work visible to all campus constituents, and to ensure that they have adequate opportunities for input. This plan may include open forums, conversations at the department level and within governance committees.