

UNIVERSITY OF CALIFORNIA, ACADEMIC SENATE

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SANTA BARBARA • SANTA CRUZ

Henry C. Powell
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*Chair of the Assembly and the Academic Council
Faculty Representative to the Board of Regents
University of California
1111 Franklin Street, 12th Floor
Oakland, California 94607-5200*

November 24, 2009

**LAWRENCE PITTS
PROVOST**

Re: EAP Executive Director Position Description

Dear Larry:

At its November 23, 2009 meeting, the Academic Council discussed the draft UOEAP Executive Director position description. On the whole, Council appreciates the need to move forward with a permanent EAP Director in this critical time as EAP transitions to an academic program that is predominantly supported by student fees. That said, Council cannot accept the position description as currently written, and endorses the position of both the University Committee on International Education (UCIE) and the University Committee on Planning and Budget (UCPB) that 1) an academic administrator should fill this position, one who could qualify for a tenured faculty position on a UC campus; and 2) that this position should be reclassified at the at the level of a Dean (Associate Dean) or Vice Provost, depending on whether this position is located on a campus or at UCOP. Towards that end, UCIE submitted two modified drafts of the position description, which it anticipates will be discussed at the next EAP Governing Committee meeting on November 24. Council believes that modifying the job description in this way is appropriate and justified given that retaining EAP's status as a stellar academic program of UC quality is paramount.

In addition to the letters from UCIE and UCPB, I have enclosed UCIE's drafts of the position description itself. Please note that UCPB's comments come as part of its review of the EAP Task Force report; Council will conclude its review of this report in late January, and I will sent you our full comments at that time. Please do not hesitate to contact me if you have any questions regarding Council's comments.

Sincerely,

A handwritten signature in black ink, appearing to read "Henry C. Powell", with a long, sweeping horizontal line extending to the right.

Henry C. Powell, Chair
Academic Council

Copy: Academic Council
Martha Winnacker, Academic Senate Executive Director

Encl: 2



UNIVERSITY COMMITTEE ON PLANNING AND BUDGET (UCPB)

Peter Krapp, Chair

krapp@uci.edu

Assembly of the Academic Senate

1111 Franklin Street, 12th Floor

Oakland, CA 94607-5200

Phone: (510) 987-9466

Fax: (510) 763-0309

November 12, 2009

HENRY POWELL, CHAIR
ACADEMIC COUNCIL

Re: UCPB statement on UCEAP Task Force Report

Dear Harry,

The University Committee on Planning and Budget (UCPB) has reviewed the final report of the Joint Senate-Administrative Task Force on the University-wide Education Abroad Program (EAP). Consistent with our previous comments about EAP (Krapp to Powell 10-13-2009; Conrad to Croughan 12-15-2008) we continue to strongly support the principle that EAP is an essential component of the University's broader academic program and academic excellence. Indeed, we cannot imagine a University of California without EAP – or with an EAP so degraded that it no longer contributes to that excellence. At the same time, we recognize that changing circumstances, including the University's current financial crisis and outlook, and changes in the broader world of international education, necessitate thorough review of UC's education abroad programs.

One crucial point not addressed in the report's nine recommendations, but alluded to in the appended "Proposed Charge to the Governing Committee" is the selection process for and key qualities of EAP's future director. We understand that UCOP plans to hire an executive search firm to potentially find a non-faculty director for EAP with more "entrepreneurial" than academic credentials. We note that EAP is only at the precipice of being forced to function as a self-supporting business because the UC has defunded it too rapidly. UCPB feels strongly that if EAP is to maintain its academic character and excellence, it must continue to have an academic administrator who has or can qualify for a tenured faculty position at UC. Changing this tradition would not only send the wrong signal; it would also significantly weaken the position of the director. We see the EAP director position as analogous to a dean or an MRU director, which must be held by faculty members for their successful functioning. In these difficult budget times, EAP should be made to work effectively, but it should be considered and remain an academic program that is under the control of the faculty.

In that spirit, we welcome many of the specific Task Force recommendations. We are pleased that the first recommendation is for a mission statement that characterizes UCEAP as "an academic program of the University of California," although we would have preferred even stronger phrasing such as "an essential component of the academic program of the University of California." We also strongly support the second, and to our mind most important recommendation, the establishment of a UOEAP Governing Committee with "substantial representation from the Academic Senate" (although here too, we would prefer stronger and more explicit language). As currently drafted, the Governing Committee would be "the primary governing structure through which UOEAP will

coordinate its activities with other UC internationalization efforts systemwide” and “advise the Provost on administrative, funding, organizational and operational issues.” While we appreciate that committees appointed by the Provost have an advisory role, we emphasize that the Senate committees represented on the Governing Committee continue to have authority over academic programs like EAP, consistent with the Senate’s role in shared governance generally. Indeed, we would prefer to call it the *UCEAP* Governing Committee, to emphasize that what is being governed is not just the Office, but the full range and diversity of academic programs administered and coordinated by that Office. Were UC to mandate that all education abroad activity in the UC should be coordinated and led by UCEAP, this could protect a critical mass that would sustain the quality of our university-wide and international efforts.

Another aspect of recognizing UCEAP as a continued academic endeavor of the University of California is that, as such, it should be subject to the same criteria of accessibility and equity as any academic program in the system. We recognize that UCEAP faces more complex issues than programs that are exclusively campus-based. For instance, it is clear that programs where language is an obstacle for native English speakers require more resources; similarly, programs based in expensive cities such as Paris require more support than ones based in cheaper, more provincial towns or in a less expensive country. Nonetheless, it should remain the goal of the University of California to address and solve that equitability challenge, to make education abroad an opportunity that all UC students can take advantage of, and to continue to serve the nation by educating students capable of serving it abroad in their careers.

Given the broad mandate we want to see for the Governing Committee, we view most of the other recommendations largely as guidelines for that Committee. Recommendation 3 – relocating UOEAP to a campus (to be explored in 2009/10) - we assume to mean it is something to be explored by the Governing Committee. Recommendations 5, “thorough review of its policies and practices” and 6, coordination with UCIE, are also charges to the Governing Committee as we read them. Likewise, the new budgeting model is just now being implemented. While we agree that a budget working group (Recommendation 4) of some sort could be helpful, we believe that the working group’s mandate and membership should be determined by the Governing Committee, working with the Office of the Provost, not imposed and launched prior to the Committee itself. (Note: the Governing Committee had its first meeting – a video conference – on October 30, and there was no mention of a separate budget working group at that time.) There are certainly many technical and administrative aspects to the implementation of the new budget model, but they need to be worked out in the broader context of maintaining and improving the academic performance of UCEAP programs. Recommendations 7, 8 and 9 are further aspects of the Governing Committee’s mandate.

We appreciate the Task Force’s hope that it is indeed the “last task force in the long period of review that EAP has undergone in recent years.” At the same time, it is clear that the Governing Committee is being tasked with a substantial burden of policy detail and governance, far more than is typical of UC Senate standing committees. These goals cannot be achieved without resources and most emphatically without authority.

Sincerely,

A handwritten signature in black ink, appearing to read "Peter Krapp", with a stylized, cursive script.

Peter Krapp
UCPB Chair

cc: UCPB
Martha Winnacker, Senate Executive Director



UNIVERSITY COMMITTEE ON INTERNATIONAL EDUCATION (UCIE)
Errol Lobo, Chair
loboe@anesthesia.ucsf.edu

The Assembly of the
Academic Senate
1111 Franklin Street, 12th Floor
Oakland, CA 94607-5200
Phone: (510) 987-9467
Fax: (510) 763-0309

November 23, 2009

HENRY POWELL, CHAIR
ACADEMIC COUNCIL

RE: UOEAP Executive Director Position Description

Dear Harry,

As you are probably aware, the EAP Governing Committee will be considering the draft position description for the UOEAP Executive Director at its November 24th meeting. UCIE has spent a considerable amount of time deliberating on this position description. While we appreciate the fact that Provost Pitts is moving ahead to permanently fill this position (as opposed to continuing to use interim directors), the committee cannot accept the position description as currently drafted, which is written in such a way that would accommodate a non-faculty director, not a leader of academic program.

Predominantly, members support UCPB's view that this position should be filled with an academic who could qualify for a tenured faculty position at the University. The committee's opinion echoed that of UCPB in that 1) it is important for EAP to remain under the purview of the faculty; and 2) even as UOEAP moves toward a self-supporting budget model, preserving EAP's academic nature is paramount. Members also agreed with UCPB that this position should be reclassified at the level of a Dean (Associate Dean) or Vice Provost. UCIE believes that a strong case should be made for using these titles, as the position includes several key responsibilities in the area of developing and contributing to UC's international policy. In addition, the suggestion to create a position for Vice Provost for International Affairs, or Dean of Education Abroad, was already voiced in the 2007 Ad Hoc Committee on International Education Report. Towards that end, we have significantly edited the original document, creating two different descriptions: 1) if this position is identified as a Vice Provost; and 2) if this position is identified as a Dean or Associate Dean. The Vice Provost description would be more appropriate if this position continued to reside at the Office of the President in some way; the Dean (Associate Dean) position is better suited for one that resides entirely on a campus. Whether this position ultimately becomes a "Vice Provost" or "Dean (Associate Dean)" is something that UCIE feels can appropriately be debated within the EAP Governing Committee.

Beyond our principal view that this position should be filled by an academic, UCIE would also like to opine on a number of other important aspects of this position, including its line(s) of reporting, its character, and its minimum qualifications:

- ***Lines of Reporting:*** Members expressed strong opinions that a Director (Dean, Associate Dean, or Vice Provost) of an academic program should not report to a non-academic. Indeed, the UOEAP Director reported to the Provost until just recently, when the UCOP leadership transition caused EAP to be relegated to the Vice-Provost's purview. Now that University leadership is relatively stable, it would be logical for an academic program director to report directly to the Provost. This arrangement also makes sense as the Provost is the Chair of the EAP Governing Committee, so there is no dual supervision from UCOP's perspective. There were also several suggestions to clarify the lines of reporting to the Academic Senate, given that EAP retains its status as an academic program, which led to the clauses regarding dual reporting to Senate committees (UCIE, UCEP, and UCPB). It is anticipated that the roles of UCIE, UCEP, and UCPB will be discussed in greater detail during the next meeting of the EAP Governing Council. In short, the roles of respective committees were clarified so that the candidate would have a clear understanding of the nature of this position.
- ***Character of the Position:*** There was a general consensus that the original language and content emphasized managerial duties, rather than true academic leadership. If the original draft language is used in the final position description, UC may well end up with an M.B.A./business manager as our best candidate. Thus, several changes were made to emphasize the academic quality, student service, and UC leadership roles in the position.
- ***Minimum Qualifications:*** A broad range of opinions were voiced over the minimum qualifications. Subsequently the two drafts differ from one another slightly in the percentages assigned to each key responsibility. Questions were raised about the poorly defined requirements in the position description (e.g., "Experience in a non-traditional, teams-based unit in a matrix environment", "creative... understanding of policy... at the University of California", and under *Performance Metrics*, "Expand student enrollments").

Thank you for the opportunity to comment on this important position description. If you have any questions, please let me know.

Respectfully submitted,



Errol Lobo
Chair, UCIE

cc: UCIE
Executive Director Martha Winnacker



UNOFFICIAL DRAFT POSITION DESCRIPTION

ORGANIZATIONAL INFORMATION (Attach an organizational chart)

Job Title: (Associate) Dean, Education Abroad Program	Employee Name:
Supervisor's Title: Provost	Supervisor's Name: Lawrence H. Pitts
Unit/Department Name: Office of the Provost	Job Family/Discipline:
Date: October 15, 2009 (Updated Nov 16, 2009)	Salary Program/Grade:

JOB INFORMATION

SUMMARY AND SCOPE OF ROLE Provide a brief overview of the purpose or function of the job. Why does this position exist?

The UC Education Abroad Program (UCEAP) is an academic program of the University of California that offers international learning opportunities to over 4000 UC undergraduates while welcoming and facilitating the study of about 1300 international reciprocity students from 120 partner universities at UC campuses.

UCEAP seeks an (Associate) Dean who will be an effective and independent advocate for UCEAP and who carry forward with the mission to prepare UC undergraduates to be effective and responsible citizens in an increasingly interdependent global society who will build institutional credibility for UC, and contribute to the international objectives of the state and nation.

The (Associate) Dean is responsible for the strategic development, leadership, management and long-range financial sustainability and academic success of this nationally reputed Education Abroad Program. It is expected that the (Associate) Dean will implement and oversee a fiscal strategy that will ensure program's long-term success while completing a transition from one that is centrally funded to one that sustains itself largely from participating student's fees. S/he will interact with administrative and senate leadership, system-wide and on the campuses, when developing an international strategy for the University and the policies that enable and support its realization.

In the spirit of UC's shared governance, the position has dual reporting responsibilities to the Academic Senate as well to the UC EAP Governing Committee, which is comprised of faculty and administrators from campuses, and chaired by the University Provost. The (Associate) Dean interacts closely with UC faculty, mainly via the University Committee on International Education, the University Committee on Planning and Budget, and the University Committee on Educational Policy regarding the academic quality, fiscal responsibility, and program priorities, respectively. S/he also works closely with partners from the business community, EAP alumni, and leaders of partner universities while stewarding the program.



UNOFFICIAL DRAFT POSITION DESCRIPTION

KEY RESPONSIBILITIES/ACCOUNTABILITIES This should reflect the key accountabilities of the role and decision making areas. There are typically up to 5 key accountabilities, each accounting for approximately 20% of the job, along with up to 4 key activities/tasks for each of the key accountabilities listed. Key Activities/tasks should be representative examples of duties related to the Key Accountabilities. Identify exceptional achievement within these areas.

1) Strategic leadership and program development (25%):

Key Activities/Tasks

The (Associate) Dean is responsible for the development and implementation of the program's strategic and business plan and, with oversight of the Academic Senate, the successful ongoing operation of its high-quality academic programs. In this regard s/he will:

- develop the program so it continues to provide high quality offerings that meet the approval of UC departments and Academic Senate committees, fulfill interests and ambitions of participating students, and are rated highly by alumni.
- expand the program's resources, which are currently funded largely through student fees and UC Opportunity Funds, so that UCEAP will continue to provide the highest quality offerings to UC students at an affordable price;
- develop and implement strategic, business, and budget plans that advance the program's academic aims and that ensure that opportunities to study abroad are available and accessible to a diverse range of UC students;
- participate in national and international associations and initiatives as appropriate for the (Associate) Dean of a leading, world-class study abroad program, staying abreast of industry trends and issues, and representing the University of California.

2) Program, staff, and budgetary management (45%):

Key Activities/Tasks

The (Associate) Dean, in consultation with the University Committee on Budget and Planning, manages a budget of \$21 million made up largely of the fees that participating students pay toward their study abroad programs. S/he has a broad set of responsibilities commensurate with a complex international program. In this regard, s/he will:

- manage a team of nearly 150 people situated in EAP's University-wide headquarters and around the world, including faculty, students and staff; conveying a vision for this team and instilling values, working habits, and expectations appropriate to the implementation of an academically sound, efficient, effective, and high quality program that involves academic content, student services, and safety and security issues;
- in consultation with the University Committee on International Education, develops and maintains an appropriate range of study abroad opportunities for UC students, focusing in particular on programs that add significant value to campus offerings, working with qualified third-party providers and foreign institutions where appropriate;
- in consultation with the University Committee on Educational Policy, oversees market research that ensures the program is responsive to trends in this increasingly crowded and competitive industry and oversees student support services including those designed to ensure the safety and well being of students studying abroad on EAP programs.
- negotiates contracts, memoranda of understanding, and partnership agreements with universities abroad and collaborations with other study abroad programs; oversees the fulfillment of terms of such agreements.



UNOFFICIAL DRAFT POSITION DESCRIPTION

3) Policy development, implementation, and interpretation (15%):

Key Activities/Tasks

The (Associate) Dean works with the University Committee on Educational Policy to develop and implement UC's policy in the education abroad arena. This entails significant understanding of a broad range of policy issues that could affect UC faculty, EAP and its constituents, and of how such issues could affect the University of California's overall international strategy. The (Associate) Dean will:

- advise the Academic Senate and the Provost's Office on Academic Affairs on key policy issues and trends and patterns in international education and the impact of University initiatives on EAP;
- direct the development of communications related to international education, promote and provide avenues for open communication on EAP policy issues and develop EAP policy within the context of UC's long-range planning goals;
- advise in the development of messages and communication strategies to explain the University's position on international issues affecting EAP as they arise, highlighting to the public and other key University constituents the university's missions vis-à-vis its international education efforts.

4) Contributing to the University's International Strategy (15%):

Key Activities/Tasks

As a senior figure in the University with responsibility for an important international program, the (Associate) Dean will:

- contribute to the development and realization of the University's international strategy and of the partnerships both at home and abroad that enable it to leverage the University's strengths in an international setting;
- collaborate closely with campus Chancellors, Executive Vice Chancellors, Deans, and the Academic Senate to promote an international perspective in the University's academic programs;
- promote UC academic programs to our partner universities and support the educational activities of reciprocity students at UC campuses;
- work closely with state, local, and federal governmental agencies; partners from the business community; and with leaders from government, the private sector, academia, and partner regions worldwide.



UNOFFICIAL DRAFT POSITION DESCRIPTION

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We seek a dynamic academic leader who is highly competent in both academic and strategic management dimensions of this flagship program. In particular, a successful candidate is expected to have a Ph.D., Ed.D., or comparable terminal degree with at least five years of relevant work experience in an academic, non-profit, or for-profit organizations. Exceptional candidates with Master's degree in administration, public policy, or international study who have clearly demonstrated success in managing self-supporting academic programs will be considered. Faculty members with necessary experience are encouraged to apply. In addition, the position requires:

- At least five years in a leadership position as a director of an academic program at a college or university
- At least five years' experience in international education, whether as a faculty member or program administrator
- Demonstrable skill in strategic, academic program, and business planning and implementation
- In-depth knowledge of the current trends and marketplace for international education
- Experience managing complex budgets that support a variety of programs and activities
- Demonstrable skill in resource development
- High level understanding of trends in higher education in general and of undergraduate education in particular
- Ability to work well and productively in the University's environment of shared governance
- Superior interpersonal and cross-cultural skills
- Superior oral and written communication skills
- An appreciation for the mission and responsibilities of a university serving a multi-ethnic state and demonstrated commitment to diversity

A preferred candidate will also possess:

- Broad understanding of institutional and market research and its functions in the development of viable academic programs
- Broad understanding of policy and practice at the University of California, or in higher education in general
- Broad cultural fluencies
- Broad language fluencies



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BEND:	SIMPLE GRASPING:	READ/COMPREHEND:	MATERIALS EXPOSURE:
SQUAT:	POWER GRASPING:	WRITE:	USES MOTOR EQUIP:
KNEEL:	LIGHT LIFTING (>20lbs):	CALCULATIONS:	CONFINED QUARTERS:
CRAWL:	MODERATE LIFTING (20-50 lbs):	COMMUNICATE ORALLY:	
CLIMB:	HEAVY LIFTING (<20lbs):	REASON/ANALYZE:	
CIRCLE MATERIALS TO WHICH EMPLOYEE IS EXPOSED: DUST FUMES GASES RADIATION CHEMICALS			

PERFORMANCE METRICS List up to 4 quantitative and 4 qualitative metrics. Metrics should represent a standard measurement that will be used to evaluate success in the job. For example, "Reduce processing time by 10%."

1. Complete the program's transition from a centrally supported program to one that is largely fee-based, placing it on a viable, financially self-sustaining footing.
2. Maintain the core of excellence of the 45-year old Education Abroad Program at UC as measured by student participation, student satisfaction, breadth and quality of academic course offerings, and high profile of partner institutions.
3. Meet the expectations of Academic Senate with regard to the quality, scope and breadth of academic program offerings while remaining competitive in a crowded marketplace for study abroad.
4. Effectively manage the program unit in a way that increases professional development opportunities, maintains and enhances staff morale, recognizes and appreciates diversity, and provides for cross-training and succession ladders across multiple content domains.



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Job Title: Vice Provost, Education Abroad	Employee Name:
Supervisor's Title: Provost	Supervisor's Name: Lawrence H. Pitts
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In the spirit of UC's shared governance, the position has dual reporting responsibilities to the Academic Senate as well to the UC EAP Governing Committee, which is comprised of faculty and administrators from campuses, and chaired by the University Provost. The Vice Provost interacts closely with UC faculty, mainly via the University Committee on International Education, the University Committee on Planning and Budget, and the University Committee on Educational Policy regarding the academic quality, fiscal responsibility, and program priorities, respectively. S/he also works closely with partners from the business community, EAP alumni, and leaders of partner universities while stewarding the program.



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- participate in national and international associations and initiatives as appropriate for the Vice Provost of a leading, world-class study abroad program, staying abreast of industry trends and issues, and representing the University of California.

2) Program, staff, and budgetary management (35%):

Key Activities/Tasks

The Vice Provost, in consultation with the University Committee on Budget and Planning, manages a budget of \$21 million made up largely of the fees that participating students pay toward their study abroad programs. S/he has a broad set of responsibilities commensurate with a complex international program. In this regard, s/he will:

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SQUAT:	POWER GRASPING:	WRITE:	USES MOTOR EQUIP:
KNEEL:	LIGHT LIFTING (>20lbs):	CALCULATIONS:	CONFINED QUARTERS:
CRAWL:	MODERATE LIFTING (20-50 lbs):	COMMUNICATE ORALLY:	
CLIMB:	HEAVY LIFTING (<20lbs):	REASON/ANALYZE:	

CIRCLE MATERIALS TO WHICH EMPLOYEE IS EXPOSED: DUST FUMES GASES RADIATION CHEMICALS

PERFORMANCE METRICS List up to 4 quantitative and 4 qualitative metrics. Metrics should represent a standard measurement that will be used to evaluate success in the job. For example, "Reduce processing time by 10%."

1. Complete the program's transition from a centrally supported program to one that is largely fee-based, placing it on a viable, financially self-sustaining footing.
2. Maintain the core of excellence of the 45-year old Education Abroad Program at UC as measured by student participation, student satisfaction, breadth and quality of academic course offerings, and high profile of partner institutions.
3. Meet the expectations of Academic Senate with regard to the quality, scope and breadth of academic program offerings while remaining competitive in a crowded marketplace for study abroad.
4. Effectively manage the program unit in a way that increases professional development opportunities, maintains and enhances staff morale, recognizes and appreciates diversity, and provides for cross-training and succession ladders across multiple content domains.