

2021-2023 Biennium Internal Budget Proposal Narrative

Division: Academic Affairs

Evaluation Criteria: Proposals will be evaluated on every aspect of this template. It is highly recommended that the narrative portion touch on each area. Proposals forwarded to UPRC by unit leaders will be discussed at UPRC and authors are encouraged to attend so that they may answer questions and provide clarification.

Comprehensive Internationalization: Building the Core of the Institute for Global Engagement

- This is a revised version of a previously submitted budget proposal.
If box is checked please briefly outline any significant changes and/or indicate why it is being resubmitted.

[Click here to enter text](#)

Statement of Purpose: *(What is the challenge or opportunity being addressed? How does the proposal address this challenge or opportunity? Limit response to 1 page – please link to any existing reports, data, supplemental materials, etc.)*

The Institute for Global Engagement (IGE) is the central international unit at Western Washington University designed to lead strategy on building and implementing a comprehensive internationalization plan for the campus and other Western communities. Our functions are varied and include international institutional partnerships, assessment research, supervision of the International Studies Minor, working with our Senate and programmatic committees, interfacing with many campus partners (e.g., Financial Aid, Career Services), and working with Advancement to develop our donor base and raise funds for student scholarships and emergency relief, among many other functions. And of course, our two most prominent functions are study abroad and the support of international students and visiting scholars. In moving forward, the Institute is working closely with the International Beliefs and Values Institute and a wide range of university faculty members to develop an Applied Global Studies major that will include Collaborative Online International Learning (COIL). COIL, as a method and pedagogy, allows students to have a deep, meaningful academic experience with students from other countries, without ever leaving campus. Our overarching goal is to provide access and inclusivity through our work, thus creating a truly internationalized campus community.

The IGE is a largely self-sustaining unit of Academic Affairs; of our 10 staff members, only three are fully funded in the state operating budget. Most disturbingly, our Director of International Student and Scholar Services (ISSS) and Primary Designated School Official (PDSO—a US government term for the individual responsible at a university for international student immigration compliance), Richard Bruce, and his International Student Advisor, Valerie Kimble, are only partially funded. It is noticeable that 43% of Richard’s salary is paid by the Education Abroad office of IGE using study abroad student fees as a stop-gap measure during the Great Recession that was never corrected; obviously, those student fees were not intended to

cover the Director of ISSS. And what we have learned—painfully—from COVID-19 and the pandemic, is that when there is little to no student mobility, IGE’s self-sustaining accounts run a very significant deficit. While CARES Act funds may help us this time, when the next disaster occurs—whether another pandemic, a natural disaster, or political strife—there is no guarantee the government will provide trillions in support and that some of those funds will be directed to higher education. The current funding model is unstable and even dangerous to our students, the Institute, and our efforts.

The presence of international students on our campus is critical to comprehensive internationalization. With a change in federal government and vaccine distribution, the US is slowly opening back up to the world. As Robin Helms noted in 2020, COVID “ironically enough, illustrates exactly why we need...students who understand global phenomena, can see xenophobic and culture-bound reactions for what they are, and are prepared to work with colleagues around the world to address global crises” (quoted in the recent American Council on Education report entitled “Toward Greater Inclusion and Success: A New Compact for International Students, 2021). Thus, as our first and top priority, we are asking that Richard and Valerie’s salaries be fully funded. This, in turn, would free up the funds noted above for study abroad student support and programming as we move out of pandemic-related travel restrictions and rebuild and strengthen our Institute. Likewise, it would provide funds back to ISSS to ramp up our international student and scholar support as we work with the Admissions Office and other units to improve our international student recruitment strategies and increase international student numbers.

The drivers, ultimately, to comprehensive internationalization, are our faculty. If we are to ever be a true international university, they must have support to engage in study abroad development, curricular development, international research, and other activities that drive global engagement. Thus, the IGE requests \$30,000 per year, to provide support for faculty in their international endeavors. The IGE’s International Advisory Board (a faculty committee) would oversee the selection process.

Finally, our one Administrative Assistant, Heather Brown, is on self-sustaining funds. Her salary is divided between the IGE, ISSS, and Education Abroad offices. Again, with little to no student mobility, there is little to no fee revenue. Aside from sending students abroad and receiving degree-seeking international students, the IGE itself (the administrative wing) has no ability to generate revenue. The IGE general fund pays the majority of her salary; however, the self-sustaining fund from which those dollars were to be taken no longer receives any revenue, so the dollars must come from our operating budget, leaving less than \$5,000 to run the Institute. It seems reasonable that an office of our size and complexity—and campus ambitions for greater and deeper internationalization—that our one administrative assistant be fully funded. This would, in turn, free up funds, as we rebuild and expand, to support students, faculty, and staff. Investment in the IGE now will lead to efficiencies and collaborative activities and programs at home and abroad.

Anticipated Outcome(s):

- Greater financial stability and predictability; this is crucial as we move out of the pandemic to growth and expansion
- Ability to support many more students, faculty, and staff, thus providing greater access and inclusion for all our students, whether domestic or international
- Improved/additional programming in Education Abroad as well as ISSS programming at home to further our students' development as global citizens
- Dramatic increase in faculty international development across teaching, research, and service

Metrics: *(How will outcomes be measured? Please include current data points and goals. If this proposal will have any impact on the [Overall Metrics](#) included in the university's strategic plan, please indicate which specific ones here.)*

- Number of programs and activities for students
- Number of programs and activities by and for faculty

How does this proposal align with your departmental/divisional strategic priorities? *(Please reference specific items from the recently completed departmental/divisional strategic plan and attach a copy.)*

As the central international unit for campus, proper funding offers stability and the potential and promise to fulfill the mission, vision, and values of the office. As our website states:

- **Our Mission:** The Institute for Global Engagement leads comprehensive internationalization for Western Washington University in the pursuit of intercultural understanding and collaboration both locally and globally.
- **Vision:** We envision a Western Washington University community that engages in the international flow of ideas, people, and experiences in pursuit of a more just and peaceful global society.
- **Values:**
 - **Communities:** IGE values our local and global communities by promoting cross-cultural awareness and understanding.
 - **Exploration:** IGE values immersive exploration of the self and the communities in which we work and live.
 - **Transformation:** IGE values cultural competency, adaptability, resiliency, and openness.
 - **Comprehensive Internationalization:** IGE values a Western Washington University in which an international ethos is the culture of our institution.
 - **Social Justice:** IGE values social justice by promoting opportunities that are open, ethical, and accessible to all in pursuit of a more peaceful world.

University leadership has repeatedly stated the importance of comprehensive internationalization and its significance to the division, institution and the members of our communities. Further, faculty regularly approach IGE for funding for international research and travel grants as well as advocate that the student fees and cost for study abroad be lowered. IGE cannot achieve this for faculty and students given our funding structure, which was established years ago. This funding

request therefore is at the heart and soul of rebuilding, improving, and expanding IGE activities and its core.

How does this proposal support the University Mission and Strategic Objectives? *(Please refer to the [2018-2025 Strategic Plan](#) and indicate which core theme(s) this proposal will help achieve.)*

The Executive Summary of the WWU Strategic Plan 2018-2025 specifically references “global,” “globally,” and “globalization,” and “the world” multiple times. For example, “Western grounds every program in the liberal arts and sciences, enhancing student knowledge, skills, and creativity, and developing engaged citizens who are prepared to solve the increasingly complex and interdisciplinary challenges facing the state, the nation, and the world.” Western’s strategic goal of “place” is at the core of the IGE—for students studying abroad and for the international students who are studying abroad at Western. The focus on “transformative education” is also at the core of what we do, given our high impact practices, and the success of those practices through our research (particularly study abroad). The Executive Summary also “...asserts our uncompromising commitment to student success, to positively impacting the state of Washington, the nation, and the world, and to further strengthening our academic and co-curricular programs.”

Finally, the Summary notes “...**we are committed to cultivating global citizenship in our graduates, so they have the perspective to make well-informed judgements, the curiosity to learn about others’ values and cultures, and the wisdom to challenge their own preconceived notions.**” The presence of international students on our campus, resources to provide more programming to students here in Bellingham, improving /increasing access to study abroad, and the opportunity for faculty to advance their own international aspirations are crucial to the strategic vision of Western Washington University.

What are the consequences of not funding this proposal?

Simply put, stagnation, future deficits, and tremendous obstacles to comprehensive internationalization. The last four years have demonstrated the consequences of a US population that is ignorant of global perspectives, peoples and cultures, resulting in a rise of nationalism and xenophobia. We must do our part to address this past wrong and build a better, more tolerant and open society.

What alternatives were explored?

Raising international student and education abroad fees. Without greater support, we have no choice but to pass costs onto students.

Which units (departments, colleges, etc.) will be involved?

The IGE works with virtually every unit on campus including academic departments, student support services (e.g., financial aid, career services), travel services, the Provost’s office, housing, among others.

Equipment needed:

None.

For major (>\$25k) purchases, please provide the following information.

Item:

Click here to enter text

Purpose:

Click here to enter text

Cost:

Click here to enter text

Anticipated Useful Life:

Click here to enter text

Replacement Cost if any:

Click here to enter text

Human Resources *(Complete the table below adding additional rows if necessary):*

<i>Position Title</i>	<i>Total Headcount</i>	<i>Total FTE</i>	<i>Salary and Benefits per FTE</i>	<i>Total Cost</i>
<i>ISSS Director</i>	<i>1</i>	<i>.43</i>	<i>\$41,325</i>	<i>\$41,325</i>
<i>International Student Advisor</i>	<i>1</i>	<i>.65</i>	<i>\$50,729</i>	<i>\$50,729</i>
<i>Administrative Assistant 3</i>	<i>1</i>	<i>1</i>	<i>\$71,084</i>	<i>\$71,084</i>

Table above should match data on budget spreadsheets submitted with this proposal. Complete the spreadsheet to get salary, benefit, and total cost amounts. Contact your division budget officer with questions.

Operating & Maintenance Costs (include service contracts, installation costs, etc.):

\$30,000 to support internationalization efforts.

Space Requirements:

What type of space is needed for this proposal? (e.g., private office, lab space, group work/study space, etc.)

None.

What features must this space have? (e.g., fume hoods, plumbing, 3-phase power, etc.)

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What needs can be accommodated within your existing space?

Click here to enter text

How much new space will be required?

Click here to enter text