Proposed Global Opportunities Initiative for review, revision and costing

To: Strategic Planning Task Forces Subcommittee on Global Opportunities: Representatives from the SPSC Task forces on: Global Opportunities (GO), Educational Technologies (ET), Graduate Program (GP), New Programs (NP).

Copy: Chairs: Faculty Governance Committees
Directors: IGSD

From: Planning and Implementation Committee (PIC), Prof. John Zeugner, coordinating committee member for Global Opportunities Initiative

RE: Proposed Global Opportunities Initiative for review, revision and costing

A theme addressed in the recommendations of the Strategic Planning Task Forces is strengthening our investment in the WPI Global Perspective Program. The Strategic Plan Steering Committee submitted the following goal statement in its final report, which was endorsed by the WPI faculty: Provide Global Opportunities for Potentially All Students.

We have identified recommendations from the Task Forces in a list below, (with the originating task force acronym in parentheses) that describe possible actions towards this end. Also included is some discussion from the task force reports that, while not presented as recommendations, provides some additional context about this issue.

Following the list, we describe our current view of the nature and extent of the initiative that we believe follows from these recommendations, those in other Task Force reports and which is most synergistic with the specific opportunities that are made available within the context of a capital campaign (start-up funds, endowable positions or scholarships, personal involvement and commitments from alumni and trustees). Finally, we outline a specific request to your group to assist us in further defining this initiative and the resources that would be required to address it.

PIC requests that your subcommittee act as the sounding board for campus reaction to the ideas in this initiative and that you assist PIC in modifying and finalizing an appropriate initiative for campus approval and faculty ratification.

SPSC and Task Force Recommendations
The PIC Initiative that follows has components that follow from several of the SPSC goals, with emphasis on the first, including:

- Provide Global Opportunities for Potentially All Students
- Make Creative Use of Information Technology
• Continue to Innovate in our Undergraduate Program
• Create a Campus in Harmony with our Programs
• Integrate Education and Research
• Develop Creative Pathways to Graduate Degrees
• Recognize and Adapt to Continuing Change

Specific Task force recommendations in this area include:

1. Hiring of Faculty specifically to support globalization efforts (Area Studies, International Policy, Economy, Cultural Anthropology) (GO)
2. Endow faculty development fund (GO)
3. More international Sufficiency Programs (GO)
4. Global MQP centers for each major department (GO)
5. More flexible curricular structures (GO)
6. Graduate Internships in U.S. and Overseas (GP)
7. WPI has one of the most successful global programs in the U.S., but little in the way of formal studies on international topics and cultures. This initiative would, strengthen our already strong global program, and help attract new students. (NP)
8. New courses on international topics...Enhanced and expanded preparation for projects which incorporates culture, history, language, and project content issues with preparatory work such as communication skills and methodology. (GO)

Draft PIC Initiative

While considering the various recommendations, made by not only by the Global Task Force but also by other groups concerning globalization at WPI, and specific opportunities that have been identified by WPI's development office, PIC has come to the conclusion that perhaps the way has been prepared for a bold innovative step and such a step is warranted by programs and practices already now functioning. This step, PIC believes, is necessary to enhance the academic underpinning of the proliferating overseas project centers, to improve and globalize many of the on-campus IQPs, to introduce a graduate and research component to our Global Perspective Program and to create a focus point through which the outside world might perceive WPI as the preeminent gateway for student experience and education in global issues at the intersection of technology and society.

This new initiative would utilize the resources WPI has among its international alumni as well as among retired business and diplomatic personnel in the U.S. and elsewhere. We hope to attract support from those who find favor with the new style of global awareness, responsibility and cooperation that we have been promoting as an essential part of the WPI student experience.

Council for Global Studies

PIC believes the best way to generate the synergy for such a dramatic expansion of WPI's Global efforts is
to create an umbrella entity to encompass all of the tasks mentioned: an Interdisciplinary Council for Global Studies (CGS) with a chair of international renown with whom the heads of the various segments of IGSD would cooperate in bringing about the expansion of our Global Studies offerings.

The members of the Council would include:

1. The Directors of the IGSD
2. Rotating Ambassadors in residence, recruited by the chair to assist in the development of new strategic alliances for WPI, as visiting lecturers to be utilized on campus to enhance our classroom experience and off campus at other universities to further WPI's recognition.
3. Faculty from various Departments who have been identified as directly supporting WPI's commitment to providing a solid academic preparation for global studies.
4. Directors of new research centers and continuing education efforts that arise from the opportunities created by this new thrust.

PIC anticipates that the chair of the Council for Global Studies might well be drawn from the early retirement lists of diplomacy or international business -- a figure of the caliber, for example, of Paul Allaire from Xerox, or perhaps Richard Holbroke or Morton Halperin from the diplomatic/government sphere, or Sam Nunn or Walter Mondale from the political realm.

The intent would be to obtain entree into new business and diplomatic venues through the experience and stature of this figure; to break the barrier of poor name recognition that WPI sometimes suffers so that our outstanding program can promote itself through proper introduction. The CGS chair would be our roving diplomat charged with gaining admission for WPI into the highest levels of global commerce and culture. The CGS chair would work with the directors of the IGSD, our faculty and our development staff to identify and capture new opportunities for WPI in every form of intellectual pursuit of a global nature.

Tasks that the Council for Global Studies would oversee include:

1. The solidification of the academic preparation for IQPs through the use of experts either hired through the IGSD or the H & A or SSPS departments. These visitors and new faculty would provide Area Studies backgrounds as well as methodological sophistication to IQP students.
2. The solicitation and involvement of WPI's international alumni and WPI's new President's International Advisory Board (holding its first meeting April 1, 1998). The expertise, funding and connections that these alumni could contribute would be brought to bear in strengthening our current off campus project program. By starting this dialogue WPI may also find ways to enlarge our expertise and realm of endeavor in global issues.

We are beginning to experiment with off campus MQPs, which would have not been a possibility without the way having been paved by years of IQP efforts. The interactions suggested here may someday lead to new global programs that tie to our graduate programs, faculty research and perhaps even new academic programs.
Graduate Studies, Research and Continuing Education

In keeping with the notions introduced by the SPSC goals, it is appropriate to ask whether the WPI campus can be brought into more complete harmony by extending the influence of the Global Program into the realms of graduate studies, faculty scholarship and continuing education. The creation of the CGS, proposed above, provides an opportunity to fuel and launch new and innovative programs that expand upon our successful undergraduate theme and complete our academic offering by offering a fully dimensional experience for faculty and students.

PIC recommends that the CGS work with academic departments and the Provost's office to identify specific opportunities for research development and introduction of innovative degree and non-degree granting programs through grants solicited from foundations and international supporters, identified by the CGS members, and strategic investments in new faculty hires.

Global Virtual Classroom

While we continue to grow our off-campus project center based program in global technology, policy and culture which places our students throughout the world, in this second stage of development we would also introduce an innovative use of interactive television technology to create virtual project classrooms for the world. By bringing the world to WPI we hope to enliven and enrich the content of many more IQP, SUFF and MQP experiences and to create cooperative projects that use on campus students to assist off campus students in a show of technology-enabled geographically-distributed collaboration.

The Global Classroom would also allow us to bring the world and its technological leaders into our lectures. It is our belief that such interactions on campus will assist us in the development of further technological and intellectual contact with overseas companies and communities that will open their doors and extend their resources to increase our deployment of and enhance the quality of our off campus project centers.

Continued Investment in the Global Perspectives Program

The creation of the CGS chair position and initiation of this program would be packaged with further increases in our investment in WPI's overall Global Program as described in the task force report. PIC endorses investments as part of this initiative toward the following goals:

1. Solidifying the academic foundations of the globalization efforts;
2. Relieving some of the strains of student financing of the overseas experience;

PIC seeks the assistance of the IGSD during the PIC initiative review period to identify a cohesive set of investments, but we imagine such investments might include:

a. Create endowed Faculty Chairs to secure faculty expertise in Anthropology, International Relations, and Areas Studies to complement WPI overseas IQP centers -- with priorities given to Latin America and Asia.
b. Endow a student travel scholarship fund to aid students with demonstrated needs in accomplishing projects at WPI's overseas centers.

c. Support the H&A and SSPS departments in planning Area Studies sufficiency projects and SSPS courses as preparation for overseas IQPs.

d. Support faculty for in-house sabbaticals to CGS programs to pursue global research or to create new technological interactions aimed at enhancing project learning and execution.

e. Endow a faculty development fund for proposals to the CGS by WPI faculty to enhance their global expertise.

f. Support the academic departments to develop MQP centers off campus and abroad.

Specific Requests

PIC requests assistance from the previous Task Force members based subcommittee with respect to the following:

1. Please review the above draft initiative. Your committee will play an important role in modifying this proposed initiative to address the needs of the WPI campus. This draft is intended to provoke discussion and reflection regarding the future thrusts for WPI and means to implement these goals with the help and within the context of the WPI capital campaign.

2. Please canvas the campus for comment and represent the collective wisdom of all interested parties in constructing your criticism and amendments.

3. Please produce a list of suggestions, by March 23, to be addressed by PIC. This need not be a formal report, but should include background information for each suggested change and an assessment of the campus wide reaction to the initiative that led to the suggested changes. This feedback can take the form of a simple email to the member of PIC coordinating this initiative, or, a new draft of the initiative.

4. Please be prepared to interact with PIC in the preparation of a second version of the initiative in response to feedback received. Also, please be prepared to participate in an open meeting with PIC and the campus community to discuss this second revision.

5. Please assist PIC in the evaluation of the costs of undertaking this initiative. As was explained at the December faculty meeting, the campus will participate in an exercise aimed at capturing the sense of priorities assigned to the various initiatives to be proposed. To conduct this exercise, we need to assign a set of costs to each initiative associated with each kind of resource required by each initiative. Please consider the following questions:

1. What do you estimate will be the start-up costs of this initiative?

2. What do you estimate to be the steady state operational costs of this initiative?

3. What revenue streams, other than the operating budget, can you envision supporting this initiative?
4. In addition to those ways that might have been suggested above, in what other ways do you imagine this initiative could benefit from the capital campaign?

5. What space requirements do you think this initiative will need?

Then, please divide the costs into the following categories:

6. One time (start-up phase) cash expenses.

7. Endowed chairs, fellowships and/or scholarships or other self-replenishing funds.

8. Facilities (construction or equipment costs) that might be addressed through a gift-in-kind or gift that targets this project-specific one-time expense.

9. Continuing costs that impact the operating budget.

10. Potential offsets of continuing costs, due to new revenue streams.

Consider the fact that those initiatives that are selected for implementation after campus priorities have been illuminated will have to share the new resources being developed by the capital campaign. These currently untargeted new resources are, conservatively, estimated at approximately $16 million in unrestricted (effectively cash) and $30 million in restricted funds (scholarships, fellowships, chairs and other gifts dedicated to a particular purpose according to the interests of the donator.)