May 31, 2012

TO: Members of the International Strategy Task Force

FROM: George W. Breslauer, Executive Vice Chancellor and Provost

We are grateful to the members of the International Strategy Task Force, who worked for many months to compile an outstanding analysis and a useful set of recommendations. I wish to acknowledge their work and to report on our efforts to begin implementing many of the recommendations.

We have grouped the recommendations into four distinct areas:

(1) Students in residence at UC Berkeley
(2) Faculty and research
(3) Fund-raising
(4) Organizational reforms.

We then asked three questions, as a means of deciding where to start:

(1) What is the relative priority (i.e., intrinsic importance) of each of the recommended actions?
(2) What is the relative urgency of each?
(3) What is the relative financial cost of each?

These exercises led us to address the following recommendations first:

(1) Improve academic support services for international students at UC Berkeley. Vice Provost Koshland and Assistant Vice Provost Schrager will lead a working group to identify improvements to our advising, counseling, and ESL (English as a Second Language) capacities. Staff work will begin on this task in the first week of June 2012.

(2) Streamline and improve services for students studying abroad. We had anticipated this need when we transferred the Education Abroad Program to the Dean of Summer Sessions, Study Abroad, and Lifelong Learning, Rick Russo, and asked him to triple the number of UC Berkeley students who have a study (or internship) abroad experience. Under his leadership, Summer Abroad programs have grown from 9 in 2010, to 12 in 2011, to 17 locations for 2012, including three international internship programs. In addition, Russo has identified a dedicated resource to raise funds for scholarships and is making investments to improve program efficiency.

(3) Explore collaborative research opportunities in China.

(a) We are currently finalizing a Memorandum of Understanding with Tsinghua University (in Beijing) that will enhance opportunities for collaborative faculty research, student exchanges, and joint ventures between our research enterprises. Both sides will seek funding from external sources for these purposes. The realization of opportunities for collaboration will hinge on the availability of both funding and faculty interest.
(b) We are actively engaged in the development of collaborations with several other leading universities in Beijing and Shanghai.

(4) **Establish a China Strategy Committee.** We have not yet appointed a China Strategy Committee, but have taken some steps first to learn from our recent experiences in that country.

(a) A number of campus professional schools and colleges have been actively seeking collaborative relationships with academic and industrial partners in China. Vice Provost Janet Broughton was asked to convene a working group to draw tactical lessons from those experiences, both to facilitate realization of the goals of recent initiatives and to avoid both duplication of effort and crossed-signals between the initiatives. This working group will issue recommendations in the early-Fall 2012.

(b) We will soon be announcing the appointment of a faculty member to serve as Senior Faculty Advisor to the Chancellor and Provost on the political and academic circumstances of Chinese universities and other prospective partners.

(5) **Create a research hub with the Lawrence Berkeley National Laboratory at the Richmond Field Station (RFS) and use this as a locus for "in-sourcing"---that is, for bringing scholarly partners from abroad to work with UC Berkeley collaborators.** We won the LBNL competition for this “second campus” at RFS already in November 2011. In response to the Task Force’s recommendation, we have inserted the goal of “insourcing” into the program planning and “vision committee” for the future of RFS, on which sit Vice Chancellor for Research Fleming and Vice Provost for Teaching, Learning, Academic Planning, and Facilities Koshland.

(6) **Evaluate revenue-generating prospects from online education targeting global audiences.** We are taking a holistic approach to the question of online education, with “global audiences” being one of many. An executive group of deans, faculty, and senior administrators has been constituted and has begun to develop provisional strategies, which will be coordinated by an office co-led by a member of the faculty and the Dean of Extension, Diana Wu. We expect to generate discussions of recommendations in Summer-Fall 2012.

(7) **Develop relationships with major Indian corporations that are interested in enhancing the skills of their young workforce.** We began to do this even before the Task Force composed this recommendation. Vice Chancellor Frank Yeary and Dean Wu have developed a relationship with a local entrepreneur who shares this goal. They traveled to India in November 2011 to explore the possibilities, resulting in plans for a pilot in 2012.

(8) **Develop a communications strategy for shaping the perception of UC Berkeley abroad.** UC Berkeley has a stellar reputation abroad; so the challenge is to position the campus to maintain and enhance that reputation. University Relations, under the leadership of Associate Vice Chancellor Claire Holmes, is currently developing a branding-research and positioning initiative for UC Berkeley. We include a global

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1 It has been suggested that “global” should replace “international” as the adjective of choice in these endeavors. At its root, “international” acknowledges the centrality of “nations,” with all of their insular and competitive tendencies, while “global” supersedes national borders and thus better expresses the spirit behind UC Berkeley’s efforts in the global arena.
component in that effort and have assigned a staff member within Public Affairs toward that end..

Three of the more far-reaching recommendations of the Task Force remain unaddressed as yet:

(1) **Appoint a senior administrator with responsibility for better coordinating and implementing the campus's global strategy.**

(2) **Establish "Strategy Committees" for China, India, and Latin America that would leverage current activities and help plan for research and teaching partnerships, alumni relationships, the augmentation of student-recruitment and student-exchange capacity, and, as appropriate, revenue-generating opportunities.**

(3) **Establish offices in China, India, and Latin America that would perform "consular" functions to facilitate ties between our faculty, students, and alumni, on the one hand, and local academic, commercial, and political actors, on the other. We consider this to be a less-urgent priority---one that should follow the appointment of a senior administrator and the elaboration of strategies.**

These are logical next steps as we push forward with the development of a global strategy. We will keep the campus involved and informed as we address them over the next 6-12 months.

**Addendum:**

The Task Force report was presented to a discussion group at the May 11, 2012 meeting of the Board of Trustees of the UC Berkeley Foundation. The discussion yielded a series of pointed recommendations from those present:

(1) Strengthening our relationship with the Pacific Rim is probably the most important area on which to focus.

(2) We need to develop relationships, based on academic and scholarly affinities, even if they do not promise an immediate financial payoff. They will yield dividends of many kinds down the line.

(3) Those relationships should be marked by mutual respect and friendship, based on the notion that each side has much to offer the other.

(4) Mobilize Cal alumni abroad, with an eye not only toward fund-raising but also toward developing relationships with our faculty and students that will advance the inculcation of intercultural competence.

We look forward to working with the UC Berkeley community as we further develop our global strategies.

**cc:** Chancellor Robert J. Birgeneau  
Assistant Chancellor and Chief of Staff to the EVCP Phyllis Hoffman