Global Dartmouth Working Group

OVERALL APPROACH: The senior executive strategic planning advisory committee (SE-SPAC) and the faculty strategic planning advisory committee (F-SPAC) will jointly launch a working group focusing on the core aspects of Dartmouth’s international impact, reach and programs. Their goal is to look deeply into issues relating to the support, innovation and expansion of international activities needed to enhance Dartmouth’s leadership in higher education.

This working group will seek broad input from within and outside Dartmouth. They will examine trends, needs and opportunities that will be vital to ensuring Dartmouth’s leadership and engagement in an increasingly globalized world. Individual schools and departments will be asked by their deans and directors to engage in discussions focusing on departmental, divisional, and school-specific strengths and approaches to complement the more general conversation.

GOALS

• To provide an aspirational vision for international activities at Dartmouth, ensuring our prominence globally.
• To develop recommendations for Dartmouth’s strategic plan, informed by data-driven assessment and broad engagement with the community.

INITIAL QUESTIONS

• What does it/will it mean for leading American institutions to be “international” or “global”?
• What is Dartmouth’s international presence? How are we perceived outside Dartmouth?
• How do we aspire to be known among our peers, nationally and internationally? What are our key areas of strength? What are our biggest challenges?
• What international experiences/programs will future faculty and students need and expect?
• How can Dartmouth leverage strengths across the institution? With other partners?

I. Status Report: Where are we now?
• Identify the primary areas of international activity at Dartmouth now and the extent of involvement in/demand for these activities.
• What is Dartmouth’s reputation internationally/its position in international rankings?
• What has changed over the last 10 to 20 years with regard to Dartmouth’s international programs and presence? How are other peers responding?
• What is the size/composition/position level of international populations on campus? Are we attracting top candidates from all regions in the world?

II. Looking Forward: What are the opportunities?
• How should we enhance our capacity to attract top faculty and students from a global pool?
• Are we being strategic about our international involvements?
  o How do we prioritize our international activities and the locations we target?
  o Should we be exploring new partnerships/programs? Strengthening existing ones?
  o Are our international activities aligned with the needs, values, and expectations of faculty, staff, students, and other constituencies?
  o Should we enhance international internships?
• What characteristics distinguish our study abroad experiences? How should they evolve?
• What are the opportunities for increasing cross-border faculty and student collaborations?
• Are there opportunities for greater coordination of international activities among schools?
• What international dimensions do/should our courses and academic programs have?
• What opportunities does technology offer to expand our international activities?
• What opportunity does Dartmouth’s current position in the international rankings/its international reputation present? How does the college/university identity affect Dartmouth’s reputation internationally?

III. Environmental Scan
• Look at best practices at other institutions nationally and internationally for:
  o Successful models, including funding models, for international activities, partnerships, and collaborations (satellite campuses, distance learning, other models)
  o Successful structures, systems, and support services for international activities
• What lessons can be learned from other institutions, other countries?
• Examine global trends in higher education and their impact on Dartmouth’s strategy
  o faculty mobility, student mobility, regional globalism, etc.

IV. Resources: What do we need to be successful
• What infrastructure will best demonstrate Dartmouth’s commitment to internationalism and enable growth in this area?
  o Example: new associate provost for international affairs, new faculty hires in international studies, etc.

V. Mechanisms and procedures for promoting success
• What will success look like? What procedures and mechanisms will allow Dartmouth to become more widely recognized for international programs and presence in the next decade?
• How can we best address the needs and expectations of specific populations with regard to Dartmouth’s international programs and presence to facilitate success?
  o Impact of Dartmouth’s strategic choices on:
    - graduates who will be expected to work in a global environment
    - our ability to recruit and retain the best faculty, staff, and students
    - future support from donors

WORKING GROUP COMPOSITION

• 9-15 members total, excluding ex-officio
• Administrators and faculty from SE-SPAC, F-SPAC and the Dartmouth community will be selected with particular focus on increasing diversity and experience
• Nominees (including self-nominees) will be selected in consultation with respective Vice Presidents and Deans
• ex-officio: Maria Laskaris (SE-SPAC Co-Chair; Dean of Admissions), Martin Wybourne (SE-SPAC Co-Chair, A&S, Vice-Provost), Denise Anthony (F-SPAC Chair (A&S)

APPENDIX: ADDITIONAL INFORMATION
GENERAL CHARGE TO WORKING GROUPS

- Address topics defined by SE-SPAC and F-SPAC, ensuring attention to Guiding Principles and Guiding Questions
- Coordinate with SE-SPAC and F-SPAC to refine definition of topics
- Identify, gather, and analyze data
- Explore external factors and trends
- Seek input broadly
  - After producing status reports, seek proposals on specific topics
  - Consult various groups as needed
- Establish routines for periodic communication with staff, faculty, and advisory committee(s)
- Prepare draft report and recommendations
- Prepare final report, incorporating advisory committee feedback

SUPPORT FOR WORKING GROUPS
Staffing support will be provided for scheduling meetings, taking notes, circulating information and documents, copying, etc. Small budgets will be provided for meetings, lunches, retreats, travel, etc.

WORKING GROUP REPORT
All working groups will deliver a final report including:
- Executive Summary
- Definition of topic and scope
- Description of working group process
- Presentation of key data/information and analysis
- Options considered, pros and cons
- Recommended actions and timetable
- Relation of the topic and recommendations to the Guiding Principles and Questions
- Description of how progress/success in reaching goals will be measured
- Appendices—data, analyses, or other supporting materials