

## California State University Northridge

### **Assignment of Responsibilities for CSUN International Programs, Services and Administrative Management**

*This Update is Effective:*

**Overview:** This Assignment of Responsibilities document replaces the Memorandum of Understanding from January 2013 titled *International Assignments of Responsibilities for Administration of International Programs and Services*.

All changes/reconfigurations delineated in this MOU follow the international education policies described in Executive Orders EO 795: Procedures Governing Self-Supporting Programs Outside the State of California, Conducted Through the Continuing Education Revenue Fund or Local Trust Accounts; EO 1028: Mandatory International Programs Study Abroad Fee and Italy Technology Fee; EO1080: International Agreements; EO1081: Study Abroad and Exchange Programs; and EO1082: International Students.

All international assignments are structured and performed in keeping with California State University Northridge's (CSUN's) mission and values and in support of CSUN's Priority Outcomes and Academic Values Guiding CSUN International Programs, Services and Relationships. (see Attachment B, below.)

#### **The Office of the President – President**

In keeping with CSU policy, the president of CSUN is responsible for all final decisions regarding CSUN's programs and services for international students and CSUN international partnerships and projects. The president is responsible for final approval of any CSUN international agreement/MOU. The president has final responsibility for CSUN plans and decisions about international enrollment, and for the allocation of funds generated by international enrollment in CSUN's state-funded degree programs. The president also has final authority for assigning or reassigning international responsibilities among CSUN's Divisions.

#### **The Division of Student Affairs – Vice President**

##### **The Office of the Vice President for Student Affairs**

The vice president for student affairs (VP) has primary responsibility for cultivating, formalizing (developing agreements as appropriate) and maintaining CSUN's relationships with international embassies and consulates related to international governments. The VP acts as sponsor for groups of international students from a given nation matriculating into CSUN degree programs, and engages members of the CSUN Cabinet as needed to start and/or sustain such relationships considered a benefit to CSUN. The VP takes the lead in gathering information and leading CSUN's response to any problems that may arise with these international sponsor relationships.

## **The CSUN International and Exchange Student Center**

The International and Exchange Student Center (IESC) in the Division of Student Affairs has full responsibility for providing policy guidance, orientation to practical life skills in the U.S. and the region (such as banking, insurance, safety, shopping, etc.), student support services and housing guidance. IESC also does administrative management for all inbound, non-resident international students admitted to CSUN programs (F-1 international students), and for exchange students coming to CSUN through arrangements defined by CSUN's active MOUs with international partner institutions. For incoming international students, IESC facilitates the transition of arriving students, including housing, insurance, academic resources, registration, orientation and engagement in campus life and with cultural communities. IESC works in compliance with all relevant CSU policies such as EO 1081 and EO 1082.

The IESC also has full responsibility for facilitating matriculated domestic students outbound for an international education or research experience. IESC provides orientation services to these students prior to departure and upon the student's return, to ensure a smooth transition, including transferring international educational experience to the student's academic record.

IESC is responsible for tracking and providing detailed, accurate and assessable information to CSUN students and faculty about opportunities for international educational experiences in which CSUN participates. This includes the CSU Study Abroad Program; international study opportunities available through CSUN's exchange MOUs with partner international institutions; and international scholarships offered by agencies/foundations, institutions or governments. IESC also provides students with guidance about these opportunities and works with faculty to help students make choices aligned with their educational goals.

IESC is responsible for preparing and broadly distributing a report on CSUN's matriculated international students each semester that includes information about those currently enrolled and the trends over time. This report includes information about the nations of origin of CSUN's international students and their programs of study at CSUN.

Working in collaboration with CSUN's Office of Institutional Research, IESC is also responsible for managing and providing easily accessible information to students and faculty about CSUN's participation in the Fulbright Program for students. IESC provides guidance and support to students considering applying to, and participating in, the Fulbright Program.

The director of IESC (currently Marta Lopez) also serves as CSUN "Responsible Officer" (RO) for CSUN's J-1 visa authority. The CSUN J-1 visa (RO) serves as the liaison between the U.S. Department of State and CSUN for all its exchange programs as well as monitoring the J-1 program. The RO submits the required annual report to the Department of State and is responsible for initiating and managing the process to seek re-designation of the J-1 program for CSUN every two years. The RO monitors the number of Certificates of Eligibility (DS 2019) issued to visiting students/scholars and may request

additional Certificates if needed. The RO is responsible for adding/removing the names of Alternate Responsible Officers (AROs).

### **Office of Student Outreach and Recruitment**

The Office of Student Outreach and Recruitment (SOAR) is responsible for recruitment of international students to CSUN's state-funded degree programs.

SOAR leadership works collaboratively with the recruitment staff in the Tseng College to create a comprehensive effort that engages both recruitment teams in presenting the full range of CSUN education options to appropriate prospective students.

SOAR is responsible for developing the recruitment strategy for the year ahead, developing appropriate materials (print and/or digital) to support the recruitment effort, working with the Tseng College recruitment leads to coordinate overall recruitment efforts as final recruitment plans/strategies are created for the upcoming year, training recruitment staff to work with international prospects, structuring and managing the implementation of the recruitment plan, and tracking and reporting the outcomes of the recruitment effort to the vice president for student affairs at the end of each year.

## **The Division of Academic Affairs – Provost**

### **Office of the Provost**

The Office of the Provost is responsible for initiating, structuring and managing the selection of a CSUN faculty member to represent CSUN on the CSU's Academic Council of International Programs (ACIP) <https://csyou.calstate.edu/Divisions-Orgs/academic-affairs/international-programs/ACIP/Pages/default.aspx> . ACIP was created by the CSU Board of Trustees to promote CSU campus faculty participating in the development of policy concerning CSU international programs. It is made up of one faculty representative from each of the 23 campuses. At present, terms of services are three years (renewable for one additional three-year term). The current representative to ACIP for CSUN is Konstantinos (Dino) Vrongistinos, and he is serving in his second (and final) three-year term. The Office of the Provost is responsible for supporting the ACIP representative for CSUN with funding to cover the expenses related to travel to ACIP meetings.

The provost is responsible for appointing CSUN's Senior International Officer. There are currently no specific term limits to that appointment.

The Office of the Provost also initiates and facilitates the review and update of CSUN's *Assignment of Responsibilities for CSUN International Programs, Services and Administrative Management* document once every two years, unless assignments of new responsibilities or reassignments of ongoing responsibilities occur that warrant an update.

### **The Office of Admissions and Records**

The Office of Admissions and Records (A&R) is responsible for all admissions decisions for international students seeking admission to CSUN undergraduate programs. This

includes ensuring that all international applicants meet all CSU and CSUN admission requirements for the program and level. A&R collaborates closely with CSUN's provost (who collaborates with other CSUN Cabinet members as appropriate) to set planned international enrollment limits for the upcoming year.

A&R is responsible for screening international students applying to CSUN's state funded graduate programs to ensure they meet the admission standards. A&R is also responsible for oversight of the work of the Admissions, Registration and Client Services (ARC) unit in CSUN's Tseng College: Graduate, International and MidCareer Education (Tseng College), which is responsible for screening international applicants to CSUN self-support graduate programs. The faculty responsible for the CSUN graduate programs (whether it is state-funded or self-supported) are responsible for the final admission decisions and reviewing candidates forwarded by A&R or ARC as meeting CSU and CSUN qualifications for graduate study.

A&R establishes the criteria for conditional admission to CSUN for international students coming into CSUN's Intensive English Program, based on recommendations of the relevant faculty committees (Educational Policy Committee, Graduate Studies Committee and Extended Learning Committee) and in keeping with current CSU and Federal guidelines. [https://studyinthestates.dhs.gov/assets/pg\\_s1\\_31\\_conditional\\_admission.pdf](https://studyinthestates.dhs.gov/assets/pg_s1_31_conditional_admission.pdf) )

A&R is also responsible for issuing J-1 Certificates of Eligibility (DS2019) for non-degree seeking students that come to CSUN through the Study Abroad program managed through the CSU Chancellor's Office, and for international students coming to CSUN through the university's international MOUs that include exchange agreements with partner international institutions.

### **The Office of Undergraduate Studies**

The Office of Undergraduate Studies (Undergraduate Studies) is responsible for providing academic counseling and guidance to international students matriculated in CSUN undergraduate programs during their first term at CSUN. Undergraduate Studies has a dedicated team of international advisors who work with new international students and ensure they make wise choices in selecting courses and understand CSUN's academic structures and academic performance expectations. Undergraduate Studies advisers also help to transition new international students to the appropriate advisor in their major in subsequent terms.

Undergraduate Studies is also responsible for addressing concerns about the academic performance of international students when asked for assistance by a CSUN college or department. Undergraduate Studies also monitors the success of international students at CSUN overall and in specific undergraduate majors/programs, and addresses systemic student performance or related concerns (admissions decisions, student support at the department/college levels, etc.)

## **Office of Research and Graduate Studies**

The Office of Research and Graduate Studies (RGS) is responsible for managing CSUN faculty participating in the Fulbright Program for faculty. RGS is responsible for keeping current on all information related to the Fulbright Program for faculty, disseminating that information to encourage applications for qualified faculty, providing guidance and support for faculty who wish to apply for a Fulbright, and managing CSUN's broader participation in the Fulbright Program.

In collaboration with the provost and the Office of Faculty Affairs, RGS is responsible for helping to shape and manage CSUN's use of Visiting Scholars related to research projects at CSUN.

RGS is responsible for addressing concerns about the academic performance of international students in graduate programs when asked for assistance by a CSUN college or department. RGS also monitors the success of international students at CSUN overall and in specific graduate majors/programs, and addresses systemic student performance or related concerns (admissions decisions, student support at the department/college levels, etc.)

## **The Office of Faculty Affairs**

The Office of Faculty Affairs (Faculty Affairs) is fully responsible for CSUN's Visiting Scholar program. This includes managing/setting the standards and processes for CSUN's approach to Visiting Scholars (in consultation with the provost); developing forms and/or practices for department and colleges who wish to invite a Visiting Scholar to CSUN; providing consultation to the department/colleges planning for a Visiting Scholar, and/or addressing issues when a Visiting Scholar is on the CSUN campus; providing information/guidance to departments/colleges on their role as host, and the role of a faculty member for Visiting Scholars; ensuring that Visiting Scholars receive appropriate orientation about CSUN and practical matters related to life in Los Angeles; providing guidance and policy information to departments/colleges with a Visiting Scholar who is part of a funded research project that compensates the Visiting Scholar; working with departments/colleges to monitor Visiting Scholars' academic activities and presence on the CSUN campus; and ensuring that CSUN complies with the J-1 and H-1 visa requirements for Visiting Scholars, including orientation and cultural experience requirements mandated by the Department of State (22CFR 62.10).

## **The Office of Institutional Research**

The Office of Institutional Research (IR) – working as appropriate with IESC – is responsible for preparing reports and analysis of the patterns and trends in international enrollment in CSUN and in specific majors/programs; and of the success (enrollment and graduation rates) of international students at CSUN and in specific majors/programs. IR is responsible for reviewing major national reports on international enrollment trends across the U.S., with special attention to data relevant to California, and providing analysis that

can inform CSUN recruitment strategies and projections of international enrollment levels in the budgeting process for the upcoming year. IR works with peer IR teams at regional CSU campuses, the Chancellor's Office data/research team and international office to gather information about international enrollment trends across the CSU. The focus is on the Greater Los Angeles and Southern California region, and incorporating the information into IR's analysis and reporting to support of developing CSUN's recruitment plans and budget projections.

### **The Office of CSUN's Senior International Officer**

The Provost appoints the Senior International Officer (SIO) – currently Joyce Feucht-Haviar, dean of the Tseng College. The SIO may appoint a Deputy SIO (currently John Binkley, associate dean of the Tseng College) to assist in fulfilling the responsibilities of the Office of the Senior International Officer (O-SIO).

The SIO coordinates, facilitates and refines CSUN's overall international efforts regarding funding sources. The O-SIO is responsible for remaining current on CSU international policies, practices and opportunities, and communicating changes to stakeholders and CSUN individuals and units with responsibility for international programs, services and administration. The SIO facilitates the collaborative implementation of changes at CSUN as CSU, and of related state and federal policies. The SIO is also responsible for informing the Chancellor's Office about changes in practice by CSUN international programs and services.

The O-SIO is responsible for structuring, implementing, updating and managing CSUN's *All Things International* website and its links.

<http://www.csun.edu/tsengcollege/international/all-things-international>

The O-SIO structures, manages, facilitates and provides regular communication within CSUN about practices and operational processes for international MOUs and similar agreements, in keeping with the most current CSU policies as defined by CSU current Executive Orders (EO1080, EO 1081 and EO 1082) related to international students, international programs, international agreements, and MOUs. The O-SIO is also responsible for ensuring that international MOUs are based in, and have the full support of, a specific college(s), and that the review and approval of specific categories of international MOUs (Friendship, Exchange, Curricular, Research, etc.) each have a defined process that includes review and approval by appropriate administrative offices (such as Risk and Contracts). The provost and vice presidents responsible for international agreements receive final review and approval from CSUN's president prior to moving forward. The O-SIO is responsible for working with CSUN's legal counsel in the Chancellor's Office to review all MOUs/agreements that cover new ground and/or raise questions.

The SIO chairs and is responsible for calling meetings of the umbrella committee, the International Senior Administrative Coordinating Council (IACC) (see attachment A). IACC meets twice a year (in the Fall and the Spring Semester) for updates, central coordination and collaboration. IACC may be asked by the SIO if significant issues arise

requiring collaborative solution design and action. The IACC works to streamline and coordinate functions and activities of CSUN units responsible for supporting matriculated international students attending under F-1 visas and J-1 exchange students, as charged in this document of responsibility assignment and as overseen by the provost and divisional vice presidents as designated in this document.

The O-SIO manages the yearly appointment process and facilitates meetings of the CSUN International Education Council (IEC). See Attachment C for more details on the charge and structure of IEC. The O-SIO is also responsible for managing the yearly appointment process and for ongoing communication with the departmental international liaisons. See Attachment D for more details on the role of the departmental international liaisons.

The O-SIO supports CSUN's learning about the international trends, programs and practices of other institutions by gathering and sharing information from lead sources, maintaining CSUN's membership in international associations focused on higher education, and supporting attendance at conferences and facilitating the sharing of insights gained with IEC, IACC and CSUN.

### **CSUN's Tseng College: *Graduate, International and MidCareer Education (Tseng College)***

The Tseng College is responsible for developing, refining, planning, supporting, ensuring financial stability, and managing CSUN non-degree self-support programs and services for international students and international groups. This includes CSUN's Intensive English Program, the Semester at CSUN program, and custom-designed programs for specific international groups. These programs are offered in compliance with the CSU's policy governing such self-support programs (EO 1099) and related policies governing international programs and students in the CSU. The Tseng College is also responsible for structuring the experience of international students in these programs (particularly the Intensive English Program), to foster the interest of those enrolled in applying for admission to a CSUN degree program. The Tseng College provides all required student orientation, student support services and enrichment experiences appropriate for each program.

The Tseng College is also responsible for international enrollment in self-support degree and certificate programs. For international students who enroll in CSUN self-support programs that take place at CSUN, the Tseng College provides orientation and ongoing support, working in close collaboration with IESC as well as with Undergraduate Studies and RGS to ensure students can easily access services and support. Some of these students are enrolled in fully online programs and, in turn, do not come physically to CSUN. For these students, support services are provided online.

The Tseng College is responsible for providing guidance and support to international students enrolled in CSUN self-support programs who need housing on or near the CSUN campus.

The Tseng College's Admissions, Registration and Client Services (ARC) unit is responsible for the issuance of I-20s and the management of the SEVIS system for CSUN self-support programs. ARC is also responsible for the preliminary screening of applications to CSUN's self-support degree and certificate programs, working in close collaboration with CSUN's A&R as outlined above.

The Tseng College is responsible for international recruitment (developing and implementing strategy, and monitoring and reporting on outcomes) focused on recruiting international students for self-support programs. The Tseng College develops all materials (print and digital) in support of these recruitment efforts and develops and funds marketing campaigns for each program. The Tseng College international recruitment staff works collaboratively with the SASS staff to coordinate and leverage recruitment plans, including digital recruitment options. While the Tseng College international recruitment staff have the primary responsibility to develop recruitment strategies for self-support programs, they also are responsible for presenting the fuller range of CSUN degree study options.

If a CSUN self-support program is offered in whole or part at an international site through an approved MOU partnership agreement with an international institution, the Tseng College, working with O-SIO, is responsible for all administrative aspects of the program's planning and delivery, keeping with CSU, CSUN, state and federal policies and regulations. The Tseng College is also responsible for leading/facilitating and managing longer-term collaborative/consulting relationships between CSUN and an international partner.

The Tseng College is responsible for developing, managing, renewing or terminating CSUN's agreements with international recruitment services providers. Currently, CSUN pays commission to international recruitment services providers for self-support non-degree programs as well as degree programs (both undergraduate and graduate). The agreements between CSUN and international recruitment services providers are managed in keeping with CSUN's *Basic Principles for Establishing and Managing Agreements with International Recruitment Services Providers*.

## **The Division of Administration and Finance – Vice President**

### **The Office of the Vice President for Administration and Finance**

The Office of the Vice President for Administration and Finance is responsible for monitoring changing CSU fiscal policies related to charging and allocating the tuition and fees for international students enrolled in degree programs at CSU campuses. The vice president for administration and finance shares this information with the CSUN Cabinet and initiates discussions about any change in strategy and/or process changes that the CSU level might warrant.

### **The Office of Planning and Management**

Working closely with the data and analysis available from CSUN IR and IESC, CSUN's Office of Planning and Management is responsible for developing budget projections related to international enrollments.

### **The Office of Financial Management**

The Office of Financial Management (OFM) is responsible for developing processes and practices for collecting fees from international students and from the sponsors of international students. OFM works closely with the vice president for student affairs with regards and the sponsoring organizations for international students to ensure consistent communication. OFM works collaboratively with Undergraduate Studies, RGS, A&R, IESC and the IACC to vet any changes in the process and/or to determine if refinements are needed.

### **The Office of Human Resources**

The Office of Human Resources (HR) is responsible for CSUN's compliance with relevant policies and laws related to hiring individuals who are not citizens of the U.S. and for the hiring process for staff and faculty positions. HR works closely with the Office of Faculty Affairs for hiring of faculty who are not U.S. citizens. HR manages CSUN's appropriate use of H-1 visas and is the CSUN liaison with the US Department of State for any issues related to CSUN's ongoing ability to use the H-1 visa. HR is also responsible for employment eligibility verification (I-9 Clearance form) for international students at CSUN.

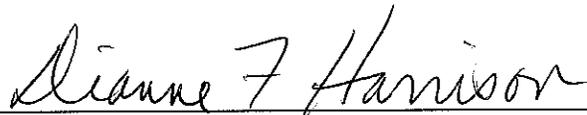
### **The Division of Information Technology – Vice President**

Working collaboratively with those units assigned international responsibility in this document and with IACC, the Division of Information Technology is responsible for providing advice and support for technology initiatives for international programs and services.

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### **Signature Confirming Accuracy of International Responsibility Assignments as Described Above:**

President Dianne F. Harrison



Date:

4/19/18

## California State University Northridge

### International Coordinating Council (ICC) – 2017/2018

The California State University Northridge (CSUN) International Coordinating Council (ICC) comprises those in administrative roles in the different divisions who have direct responsibility for components of services for international students and/or CSUN domestic students studying and/or doing research outside of the U.S. ICC members are appointed by the CSUN president and divisional vice presidents each June to serve for the upcoming year. Once appointed, ICC members can suggest adding additional members from their units.

ICC ensures regular communication, ongoing collaboration, and mutually supportive design of solutions to challenges of CSUN programs and services for international students and CSUN domestic students studying abroad as part of the CSUN education experience. ICC is chaired/facilitated by CSUN's Senior International Officer. It meets twice a year (once in the Fall and once in the Spring Semester) and prepares a report at the end of those semesters that is broadly shared throughout CSUN and with appropriate other CSU offices. ICC can be convened for additional meetings if warranted.

ICC focuses on CSUN's international principles and priorities (see Attachment A below) and in keeping with CSUN and CSU policies and applicable state and federal laws/policies.

#### ICC Membership for 2017/2018

**Tami Abourezk**, Assistant Vice President of Academic Undergraduate Programs, Office of Undergraduate Studies, Division of Academic Affairs

**Elizabeth Adams**, Associate Vice President for Student Success, Office of Undergraduate Studies, Division of Academic Affairs

**Vanessa Andrade**, Associate Director, International Programs and Partnerships, Tseng College: *Graduate, International, Midcareer Education*, Division of Academic Affairs

**Sondra Baier**, Senior Analyst Student Administration, Business Consulting Services, Division of Information Technology

**John Binkley**, Associate Dean, Tseng College: *Graduate, International, Midcareer Education* and CSUN Deputy CSUN International Officer, Division of Academic Affairs

**Dwayne Cantrell**, Associate Vice President, Student Access and Support Services, Division of Student Affairs

**Sean Choi**, Director, Enterprise Application Development, Division of Information Technology

**Joyce Feucht-Haviar**, Dean, Tseng College: *Graduate, International, Midcareer Education* and CSUN Senior International Officer, Division of Academic Affairs

**Jessica Isomoto**, International Program and Outreach Manager, International Programs and Partnerships, Tseng College: *Graduate, International, Midcareer Education*, Division of Academic Affairs

**Sandra Jardin**, Assistant Director, International Admissions, Office of Admissions and Records, Division of Academic Affairs

**Lauren Jarvis**, Director, Admissions, Registration and Client Services, Tseng College: *Graduate, International, Midcareer Education*, Division of Academic Affairs

**Bessie Karras-Lazaris**, Academic Director of CSUN's Intensive English program, Tseng College: *Graduate, International, Midcareer Education*, Division of Academic Affairs

**Daisy Lemus**, Associate Vice President for Faculty Affairs, Office of Faculty Affairs, Division of Academic Affairs

**Amy Levin**, Assistant Vice President for Graduate Studies, Office of Research and Graduate Studies, Division of Academic Affairs

**Sha Li**, International Outreach Counselor, Office of Student Outreach and Recruitment, Division of Student Affairs

**Yi Li**, Provost and Vice President for Academic Affairs, Division of Academic Affairs

**Carmen Lichtscheidl**, Academic Personnel Analyst, Office of Faculty Affairs, Division of Academic Affairs

**May Ligh**, Director, Student Financial and Tax Services, Division of Administration and Finance

**Aaron Lindberg**, Associate Director, Office of Admissions and Records, Division of Academic Affairs

**Marta Lopez**, Director, International Programs, CSUN International and Exchange Student Center, Division of Student Affairs

**Patty Lord**, Director, Office of Admissions and Records, Division of Academic Affairs

**Shen Milunovic**, Supervisor, Student Accounting, Division of Administration and Finance

**Linda Moody**: Assistant Dean for Program Development, Tseng College: *Graduate, International, Midcareer Education*, Division of Academic Affairs

**Jessie Revlin**, Director, Marketing and Communications, Tseng College: *Graduate, International, Midcareer Education*, Division of Academic Affairs

**Shelley Ruelas-Bischoff**, Associate Vice President for Student Life, Division of Student Affairs

**Karen Sabourin**, Associate Director, Marketing and Communications, Tseng College: *Graduate, International, Midcareer Education*, Division of Academic Affairs

**Dean Sare**, International Advisor, Office of Undergraduate Studies, Division of Academic Affairs

**Jane Sun**, Director of International Programs and Partnerships, Tseng College: *Graduate, International, and Midcareer Education*, Division of Academic Affairs

**Stella Theodoulou**, Vice Provost, Division of Academic Affairs

**Juana Maria Valdivia**, Director, Office of Student Outreach and Recruitment, Division of Student Affairs

**William Watkins**, Vice President and Dean of Students, Division of Student Affairs

**Edith Winterhalter**, Director, Administrative Services, Division of Administration and Finance

**Clare Wong**, Data Scientist, Office of Institutional Research

**Steve Woods**, Assistant Director, University Cash Services, Division of Administration and Finance

## Attachment B

### California State University Northridge (CSUN)

#### Priority Outcomes and Academic Values Guiding CSUN International Programs, Services and Relationships

- **Enhance the globalization of the CSUN curriculum.** This may include adding components in courses that provide international comparisons and multi-national models, and that prompt students to think about the field beyond national lines. This will foster global modes of thinking and problems solving, student understanding of the richness of other nations and cultures, and scholarly and creative work across national lines. It will build connections between students and practice in professional fields (including research) in a global context, fostering international engagement and understanding that encourage students to see themselves as active contributors to a global community.
- **Enhance direct international experience for students.** This may include study abroad opportunities, increasing the number of well-crafted travel/study courses in the curriculum, developing instructional strategies and assignments that engage CSUN internationally – with student mixes that create cross-cultural engagement – and using options for visiting scholars to enhance student learning and expand CSUN's engagement in international programs and groups.
- **Enhance international understanding and international work of CSUN faculty.** Our faculty host visiting scholars from around the world who participate in research and campus life at CSUN. The visiting scholar program promotes strong collaborations between institutions. As we continue to support our faculty with these collaborations, faculty will, in turn, be well prepared to enrich the global components of their work in course design, teaching and research. This may include increasing the opportunities of faculty to teach in an international context as visiting faculty (or to teach online, or teach international groups that come to CSUN for degrees or special programs), work with international colleges and universities on collaborative programs and curriculum design, develop and teach travel studies programs, participate in research and teaching-abroad opportunities, use Summer Session or a sabbatical term for research and/or advanced study abroad, and develop international relationships with other colleges and universities that have highly regarded programs.

- **Make CSUN an academically attractive destination for international students at the undergraduate and graduate levels who seek an exceptional American educational experience.** While CSUN is successful in attracting international students and helping them succeed, it will build on that success to achieve greater levels of excellence and distinction. This may include enhancing CSUN recruitment/marketing of its academic strengths to international markets, enhancing the creativity and agility of CSUN in its approach to supporting international students, preparing international students for academic success (orientation and university preparation programs in the term before degree study begins, supplemental instructional programs available during the first terms of study, etc.), and creating a student life experience at the university and department level that engages international students in a rich and rewarding learning community. Additionally, CSUN faculty participate in the J-1 Student Intern program to collaborate on research projects while supporting students from abroad.
- **Building the CSUN reputation and influence of in higher education, worldwide.** CSUN is a diverse and, in many ways, international university. It draws faculty, staff, students and visiting scholars from all over the globe and serves a highly diverse and internationally connected region. Indeed, the future of the regional and state economies, and the wellbeing of the communities throughout California, are tightly connected to the ability of CSUN to prepare graduates, employers, regional and state economic development, and public policy leadership to make the region and the state an attractive, effective and influential force in the international community and the global economy. All the points above allow CSUN to prepare students, faculty and the University for this reality. In addition, CSUN will do more to position itself as an engaged and influential member of the international higher education community. This may include forming productive international working relationships with selected international colleges and universities, participating in leading international education professional associations appropriate for the work and priorities of CSUN, supporting faculty and students seeking funding for projects that will have international influence in the field and be shared in international venues, and engaging with influential members of regional and state economic and community development groups that advance the role of California and/or the greater Los Angeles region in a global context.

## Attachment C

# California State University Northridge

## The Charge and Structure of the CSUN International Education Council (IEC)

**Council Charge:** The purpose of the California State University Northridge (CSUN) University International Education Council (IEC) is to provide university-wide consideration of the academic value of proposed international relationships/initiatives brought before IEC in light the *Priority Outcomes and Academic Values Guiding CSUN International Programs, Services and Relationships*.

The IEC is charged with communicating with the colleges/units they represent about CSUN's international relationships and initiatives. To foster this ability to share best practices and ideas, IEC members will participate in seminars/conversations on topical issues in international education that are built into the meetings of IEC. IEC members work with departmental faculty liaisons for international education to ensure that faculty and students understand and avail themselves of international opportunities available to enhance their academic work as a faculty member or their achievements as a student.

Although the primary responsibility of IEC is advice and internal communication about international relationships/collaboration, it can, when so requested by the CSUN Senior International Officer or CSUN's Provost, function in an advisory capacity for campus international policy decisions.

### The Meeting Schedule:

- Fall meeting schedules are established during the month of September. Typically, meetings are scheduled in October and November.
- Spring meeting schedules are established during the month of January. Typically, meetings are scheduled in March and April.

IEC will meet during the academic year no more than two times per semester. These meetings will generally be divided into two parts.

The first half will be a topical seminar on a particular CSUN international capability/practice/option. These segments of the meeting might include topics such as an overview of CSU and CSUN options to give CSUN students an international experience; departmental strategies used at CSUN and other institutions nationally to expand the international experiences of students in different majors; CSU and national trends for internationalizing the curriculum; and international models that give students a global experience. These seminar segments of IEC meetings will be planned by the IEC chair in collaboration with CSU, CSUN and national leadership on international education, with the goal of ensuring that CSUN IEC members and departmental

international liaisons are informed about emerging forms and models in the globalization of higher education.

This topical/seminar component of each meeting is also open to members of the CSUN Network of Departmental International Liaisons that wish to attend.

The second half of the meeting will be an advisory discussion of new CSUN international proposals/initiatives/ideas as described below in the charge.

Communication and consultation between meetings will be done via digital options.

**Members:** To be appointed in August each year to allow for new department chair input as described.

**Membership:** IEC is under the purview of CSUN's Senior International Officer (SIO) or her designee, which will be responsible for convening this council at regular intervals and/or whenever the need for committee action arises. The CSUN SIO or her designee will serve as the **chair of CSUN IEC**.

IEC appointments will become effective at the beginning of CSUN's Fall Semester and will expire at the end of CSUN's Summer Term. The SIO's office distributes a list of members of the IEC for the upcoming academic year at the start of the CSUN Fall Semester.

Faculty and staff IEC members will serve three-year staggered terms unless otherwise specified; students serve one-year terms. A description of the makeup of CSUN IEC follows.

CSUN IEC members shall comprise the following:

- Nine members representing each of CSUN's colleges and the library. These members will be appointed by the dean of each of the colleges and the library from the departmental faculty liaisons for international education in the college/library in question. College/library members on the IEC serve for a three-year term that is renewable twice;

**NOTE:** Each of CSUN's academic departments department has an international liaison appointed annually by the department chair (in early August each year) to serve for one year starting at the beginning of CSUN's Fall Semester. These renewable appointments are requested during the CSUN Summer Term by the University Senior International Officers or designee.

- One representative from the International Programs, Partnerships, and Pathways unit in CSUN's Tseng College appointed by the dean of CSUN's Tseng College for a renewable three-year term;

- One representative from the CSUN International and Exchange Student Center appointed by CSUN VP for Student Affairs for a renewable three-year term;
- One representative from CSUN Admission and Records appointed by the Vice Provost for a renewable three-year term;
- One international student representative appointed by CSUN's VP for Student Affairs for a renewable one-year term;
- CSUN's Provost will appoint one additional representative for each of the CSUN's Centers and/or Institutes that have a primarily international charge and/or a strong record of significant CSUN-level international work (such as the CSUN China Institute) for a renewable three-year term;
- One representative from CSUN's advisory community appointed by the Associate Vice President for Undergraduate Studies.

## Attachment D

### California State University Northridge (CSUN)

#### The Role and Structure of the CSUN Network of Departmental International Liaisons

**Focus:** The areas of focus for the network of Departmental International Liaisons are those defined by the *Priority Outcomes and Academic Values Guiding CSUN International Programs, Services and Relationships*.

The Departmental International Liaison brings ideas, information and the co-creative conversations to the departmental level where specific ideas and options can be put into practice – this is an essential role to moving from possibility to reality.

#### Network Membership:

- Fall Semester meeting schedules are established during the month of September. Typically, meetings are scheduled to take place in October and November.
- Spring Semester meeting schedules are established during the month of January. Typically, meetings are scheduled to take place in March and April.

There is one Departmental International Liaison per department. The Departmental International Liaison is nominated by the chair and approved by the dean of the college in which the department resides.

Each Departmental International Liaisons serve for a renewable one-year term for a maximum of five consecutive terms. After a break in service of two years, a liaison that has served more than five consecutive years can be again nominated by the chair for the role.

Department chairs consider the nature of the role as described below when making nominations as do college deans in approving them.

The Departmental International Liaisons are appointed in August of each academic year for a term to begin at the beginning of the Fall Semester.

Communication with the Departmental International Liaison Network is managed by CSUN's Senior International Officer or designee, who keeps the list of network members, the record of terms served, manages the call for yearly nominations, provides a flow of update information, and ensures network members are invited to key international briefings on campus or at the CSU level and to the topical seminar portion of the CSUN's International Education Council (IEC) meeting.

**The Role of the Departmental International Liaison:** The primary role of the Departmental International Liaison is facilitating information about international ideas, models and opportunities to the department's chair, faculty and students, and from the department to the CSUN network of liaisons and the CSUN IEC. Departmental International Liaisons identify opportunities and assess options and ideas discussed in the department in light of the *Priority Outcomes and Academic Values Guiding CSUN International Programs, Services and Relationships*.

The sources of information for the Departmental International Liaisons are CSUN's Senior International Officer, CSUN's Deputy Senior International Officer, the chair of CSUN's IEC, CSUN's Provost, CSUN's Vice President for Student Affairs, the CSU International Education Office, and special informational meetings/seminars (primarily the topical seminar segment component of CSUN IEC meetings).

The Departmental International Liaison is also expected to be current and conversant with CSUN international resources and policies so that each Departmental International Liaison can guide department chairs, faculty, curriculum committees, hiring committees, and students to CSUN website and/or individuals with specific CSUN international expertise and responsibilities for accurate and current information and guidance that will move international plans forward and provide current and accurate answers to questions.

Given the nature of the role as a communications facilitator and departmental resource for all things international at CSUN, Departmental International Liaisons are expected to be proactive communicators and resources for the department. The Departmental International Liaison should be active learners and clear communicators of sometimes complex ideas and models in writing and oral presentations at the department level, and in individual conversations with faculty, students, and current/prospective international partners. It is very helpful if a given Departmental International Liaison has a sustained personal interest for the broader international issues as they pertain to enriching the educational experience for students in the department, the globalization of the curriculum, and significant international relationships that enhance teaching, learning and research in the department.