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About the Institute

The Hunt Institute for Botanical Documentation, a research division of Carnegie Mellon University, specializes in the history of botany and all aspects of plant science and serves the international scientific community through research and documentation. To this end, the Institute acquires and maintains authoritative collections of books, plant images, manuscripts, portraits and data files, and provides publications and other modes of information service. The Institute meets the reference needs of botanists, biologists, historians, conservationists, librarians, bibliographers and the public at large, especially those concerned with any aspect of the North American flora.

Hunt Institute was dedicated in 1961 as the Rachel McMasters Miller Hunt Botanical Library, an international center for bibliographical research and service in the interests of botany and horticulture, as well as a center for the study of all aspects of the history of the plant sciences. By 1971 the Library's activities had so diversified that the name was changed to Hunt Institute for Botanical Documentation. Growth in collections and research projects led to the establishment of four programmatic departments: Archives, Art, Bibliography and the Library.

OFFICE OF INTERNATIONAL EDUCATION
UNIVERSITY OF COLORADO
BOULDER, COLORADO 80309

DEAN. (303) 492-7741

FOREIGN STUDENT OFFICE. (303) 492-9057

STUDY ABROAD OFFICE. (303) 492-7741

April 29, 1977

TO: Friends of the University of Colorado Office of International Education

FROM: The Office of International Education Staff

We are informed that the final report of the Resource Allocation Committee to the Chancellor will be available at 4:30 p.m. on Friday, April 29. We understand that written rebuttals to this report will be due less than one week from that date. The procedure to be followed after that time is unclear.

The findings of the subcommittee, as we understand them, are:

- a) to move the Foreign Student and Scholars Office into Student Services
- b) to move the Study Abroad Office into the College of Arts and Sciences
- c) to reconfirm that area studies are part of the College of Arts and Sciences and should remain in that jurisdiction
- d) to eliminate academic, research, and training programs of the OIE
- e) to eliminate the role of the Dean of International Education

We disagree with almost every one of the recommendations, and wish the subcommittee had recommended further study as was done with some other units. In our rebuttal we shall document, as best we can,

- a) that our only job description is the resolution of the Faculty Council in December, 1971. We have been given no further instructions or guidance since that time. We are fulfilling all eight of the activities specified in that resolution.
- b) that splitting SA and FSS is professionally counterproductive, saves no money, and saves no FTE. Dividing administration of these units among others (whose dedication to international education is less than complete, and whose positions require attention to many other details) is destructive to both SA and FSS programs.
- c) that maintaining an overview of all international activities at the University and the support of all international programs, whether academic, research or training is a legitimate function of the Office of International Education, and one which we have done well.
- d) that the participation of an administrator whose job is to organize, budget, administer, support and participate in the various activities of the Office of International Education is essential to a strong international program at the University.

We need your written ideas and support. Do you feel the two major functions need each other, or can they operate just as well under divided administration? Are our academic, research, and training programs support beneficial? How do you rate our service activities?

We want to use letters of support as appendix material in our rebuttal, but will use them only if you give your permission. Time is very short. We thank you for your help.

OIE:pr

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June 7, 1977

TO: David J. Rogers, Professor of Biology

FROM: R. Curtis Johnson, Dean of International Education

Curt

Attached is a copy of a letter to Vice Chancellor Corbridge and the rebuttal prepared by our office to the report of the Resource Allocation Committee. About twenty-five people submitted letters which were attached to the report.

We very much appreciated your strong and well written letter in support of our office. Let's hope that the Committee will pay attention to persons such as yourself who have had such wide international experience.

RCJ:vs

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May 17, 1977

TO: Jim Corbridge, Vice Chancellor

FROM: R. Curtis Johnson, Dean of International Education

Enclosed is the reply from the Office of International Education to the Resource Allocation Report, as you requested.

As you know, we were highly distressed by both the recommendations of the sub-committee and by the extreme haste imposed by the original timetable. It has been a relief to have time to work on this without undue pressure.

The reply has been a joint effort in the Office of International Education so all the Office concurs in its content. Several major points are brought out in the discussion:

1. The proposed separation of the study abroad and foreign student and scholar programs will not bring about any savings in either FTE or money.
2. The two offices function well together, support each others' operations, share personnel, facilities, and knowledge. The quality of service of each will be downgraded if they are separated.
3. The entire Office contributes to the strengthening of international academic research and training programs and services and, through the efforts of the Dean, has brought in a significant amount of funding each year. These efforts would be completely lost if the Dean's position were eliminated.
4. The Office was set up through faculty committee efforts over about a ten-year period. It received its basic guidelines from the Faculty Council. It has developed its structure and established its priorities following this advice and these guidelines. It cannot reasonably be expected that a small sub-committee working over a short period of time can have had time to study and evaluate this past 15 years of work.

Point 4 deserves special attention. The Faculty Council set up our guidelines in 1971. Having no instructions from either the Council or the administration to alter these, we have continued to follow them in the belief that they did indeed set our course of action. If our mission is to be redefined, we feel this should be done in as meticulous a manner as was the original committee work.

We are anxious to be able to put this matter behind us and concentrate on our work once more. Therefore we recommend and request:

1. that the present administrative arrangement not be disturbed
2. that we continue to perform the same functions we have performed for the

past four years

3. that a committee be established to evaluate the activities and organization of the Office of International Education, and recommend to the administration the priorities for the Office to respond to today's international needs of the University.

The Office has had an advisory board for the past four years. When we were organized there was a separate EPUS sub-committee which unfortunately decided to disband, so there was no separate committee maintaining an overview of our operations. This dissolution was, in retrospect, a mistake.

It seems logical to us that the evaluation committee we recommend should be set up by, and should report to the administration. Their charge could be to examine the present activities of the Office in view of the previous committee reports and the Council guidelines, and determine whether we are addressing ourselves to today's needs. After carefully considering those activities which should be done that we are not now doing, and those which seem no longer relevant, the committee will be in a position to recommend changes in activities, administration and personnel.

We feel that the committee membership, in order for their final report to be acceptable to both the administration and the Office of International Education, should be agreed upon by both parties. We are willing to recommend individuals who we feel are knowledgeable, concerned and objective. Perhaps you would like some outside individuals from the community as well as "insiders".

Since our plans for next year depend on how the Office is to be treated at least in the short run, can we meet soon to discuss this?

RCJ:rs

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May 17, 1977

TO: The Chancellor

FROM: The Office of International Education

SUBJECT: Recommendations of the Resource Allocation Committee

The Office of International Education agrees with the Resource Allocation Committee that "the mission served by the Office of International Education is important to the Boulder campus". We find it difficult to understand how the Committee can start with that assumption and then go on to recommend steps which would destroy the effectiveness of the Office. We take vigorous exception to three of the four Committee recommendations regarding international education, and we urgently request that these recommendations not be implemented by the Chancellor. We would welcome a further and more deliberate study of the functions and activities of the Office.

Criteria

Before analyzing the several recommendations, we would like to review the criteria established by the Resource Allocation Committee as they relate to the Office of International Education.

1. Quality and Effectiveness: We appreciate the recognition that the mission of the Office of International Education is important to the Boulder campus and that both the foreign student and scholar and the study abroad programs are performing quality functions. However, we must stress that these separate activities are in no small measure the result of the total office operation, made possible by the leadership and status provided by a single administrator, the Dean, and the interaction among various members of the combined staff.

For example, the foreign student and scholar program serves not only the students and visiting scholars on this campus, but also outstanding scholars from around the world who are referred to it by national programming agencies for assistance. The presence of a Dean of International Education lends authority to what is arranged for these scholars and enhances the reputation of the University of Colorado around the world. Frequently these foreign visitors, who are very conscious of academic status, are willing to offer high level reciprocal services, not only because of the help they have received, but because of the type of office to which they have been referred. Currently many foreign students are being sent to the United States by their own governments, and maintaining constant and thoughtful relations with these government representatives accrues to the benefit not only of the students themselves, but to the University. The recognition of the importance of international contacts, dramatized by the presence of a Dean of International Education, is not wasted on such foreign dignitaries, and it helps them to decide to refer their abler students to Colorado rather than to other institutions which give less visible support to international education.

The Office of International Education has existed since 1965, and since that time several contracts have been signed with foreign universities which receive Colorado students and with American universities sending their students abroad on University of Colorado programs. All of these contracts specify the Office of International Education as the administering agency. Were the Office to be dissolved, the validity of the contracts themselves might be questioned. This would be a serious loss to the students. Since there has been a Dean of International Education to participate in these negotiations, there has been increased response from the other institutions and an effort to provide comparable level negotiators.

Hence, being under a Dean of International Education increases the quality and effectiveness of both the foreign student and scholar program and of the study abroad program.

2. Centrality to a University Education: The Committee recognized the importance of international education for the University and its students, and we strongly agree.

3. External and Internal Demand: The University of Colorado Office of International Education has become known throughout the country as a pioneer and leader in the development of both foreign student and study abroad programs. Within Colorado, this office has unquestioned preeminence in the field, and members of the staff are frequently called upon as consultants to assist other colleges. Within the National Association for Foreign Student Affairs (NAFSA), the University of Colorado has provided signal leadership, and indeed has been asked to assume more leadership than the staff has had time to give.

Recently the increase in requests from departments and individual faculty on campus to assist in the development of new study abroad projects has forced the Study Abroad Committee to establish stricter criteria in order to limit the demand. Similarly, the foreign student and scholar program has been increasingly busy providing services to departments and institutes which hire foreign lecturers and researchers as visiting or exchange faculty on both short and long term contracts.

Faculty exchange is a growing concern of this institution as well as of foreign schools; clearly, both sections of the office are involved since many of these exchanges are with universities with which we have study abroad program contracts.

4. Cost of Program: It became evident several years ago that, as the program expanded, the state would not fund fully the necessary staff expansion for the Office of International Education. Therefore, soft money funds had to be obtained to permit us to add to the staff to administer expanded programs. Were the Office to be dismembered, the sharing of this additional personnel among the programs in the Office would not be possible. The interaction among the various branches of the Office has made possible economies not only in staffing, but in joint utilization of a variety of resources.

U.S. government grants and allocations from foreign foundations, which have been obtained through the efforts of the Dean, have gone to support programs in other areas of the University (e.g., Conflict and Peace Studies, Asia Library Fund, area studies, etc.). Nevertheless, the overhead expenses for obtaining these funds has come out of the Office of International Education budget or has been provided as a result of the Dean's service on national committees related to international education.

which funded some of his trips to Washington, D.C., with some support from administrative travel funds.

Economy is certainly a valid goal of any reorganizational proposal. The Dean's efforts raise more than enough money to cover his salary. This proposed reorganization would result in a net loss to the University.

5. Potential for Improvement: Certainly there is always room for improvement. Both the staff and the committees are constantly working to improve and stabilize the programs and to find ways to expand participation to more students. However, separating the programs would result in loss of excellence rather than enhancing any of our programs.

6. Uniqueness in the State: The University of Colorado Office of International Education is indeed unique in Colorado. Other universities are seeking to develop similar programs by bringing together the various facets of international education for their mutual strength and enhancement, modelled upon Boulder's Office of International Education. We have served as consultants to other schools to assist them in developing exactly the type of administrative structure the subcommittee said should be destroyed here.

7. Comprehensiveness of the Program: As it stands, the Office of International Education provides comprehensive services to the University and to the broader community. The Committee has seen the value of bringing together related activities in other parts of the University, but at the same time they recommended separating activities that are not only related but integrated. This is a contradiction in policy.

The Report and Recommendations

The Committee begins its report on International Education by stating that the mission of the Office of International Education is an important one and that "the foreign student and scholar program and the study abroad programs are performing unquestionably important and quality functions." It then goes on to express its feeling that "the administration of these units is inappropriately located." No rationale or justification for this feeling is provided; we believe there is none. It is in direct disagreement with the conclusions of four different faculty committees who, over a period of nine years, studied international education on the Boulder campus and recommended the present organization of efforts. It is also in direct disagreement with the action of the Faculty Council which, on December 2, 1971, adopted a resolution endorsing the centralized administration of international education and outlining the charges to the Office of International Education. We agree with the conclusions of these committees and the Faculty Council that the administration of these programs is properly located in the Office of International Education.

The Committee goes on to say that it "is also concerned about the duplication of effort in administration, counseling and advising." There is, in fact, no duplication of effort in these areas. The establishment of a central administration for international education was done largely for the purpose of eliminating duplication and providing for coordination of all such efforts on the campus.

Recommendation 1: reallocate the foreign student and scholar program to the Division of Student Affairs. Much of the strength and effectiveness of the foreign student and scholar program comes from its close coordination with efforts in study abroad and the academic, research, training, and service programs carried out in the Office of International Education. Removing the foreign student and scholar program from the Office of International Education to the Division of Student Affairs would decrease that coordination, reduce the possibility of sharing work loads, and result in economic as well as qualitative disadvantages. Close cooperation between the foreign student and scholar program and the various elements in the Division of Student Affairs already exists, but there is no duplication of effort. The work of the foreign student and scholar office is highly specialized and requires highly specialized training, experience and expertise. Much of the work of the foreign student and scholar office is with visiting faculty members, researchers and short-term visitors. It is inappropriate to place these functions in the Division of Student Affairs.

Recommendation 2: reallocate the study abroad program to the College of Arts and Sciences. The study abroad program serves all schools and colleges and all campuses of the University. The Committee is incorrect in stating that the vast majority of students participating in study abroad programs are Arts and Sciences students, as the participation of students from other schools and colleges has grown in recent years. Participation of students from professional schools is a high priority of the Office and its faculty committees, which are composed of faculty from a variety of schools and colleges and from all campuses. As in the case of the foreign student and scholar program, much of the strength of the study abroad program comes from the close cooperation and coordination with the other elements of the Office of International Education. The College of Arts and Sciences is already of such a size and complexity that it is extremely difficult to administer, and adding another program unit to it would only increase that difficulty and add to inefficiency. The study abroad program can best serve the Boulder campus and the University by remaining in its present position within the Office of International Education.

Recommendation 3: area studies programs. We are in agreement with the Committee's recommendations regarding the area studies programs. The College of Arts and Sciences should either develop or cancel individual area studies programs so that those which remain will be quality programs. The Committee appears to be misinformed in that they recommend the assignment of area studies programs to the College of Arts and Sciences, whereas in fact they have always been a part of the College of Arts and Sciences, not of International Education. The efforts of the Office of International Education have been limited to support of area studies programs, and these efforts have resulted in outside funding as well as internal strengthening of some of the programs.

Recommendation 4: Office of the Dean. The academic, research, training and service functions performed by the Dean were not performed elsewhere before there was a Dean of International Education, and there is no reason to believe that they would be performed elsewhere if the Office of the Dean were eliminated. The Dean's accomplishments in these areas have been substantial, as will be detailed later, and these accomplishments were possible largely because of strong centralized leadership, coordination and encouragement of international education efforts through the Office of International Education. To eliminate the position of the Dean would be to eliminate these efforts and to weaken or destroy the strong international programs which derive their strength from the coordination, cooperation and support stimulated by the Dean

and the Office of International Education.

The Committee concludes with the statement "The proposed decentralization would require, at minimum, the cooperative efforts of the College of Arts and Sciences, the Student Affairs Division, and the Office of Admissions and Records to provide the supervision of international educational activities to insure that all necessary functions are performed." Such close cooperation already exists. The Committee's recommendation implies that they wish to eliminate the present smoothly-running office which already "provides the supervision of international educational activities..." and set up another structure to do exactly the same thing. We see no logic in this procedure.

We agree with the Committee's recommendation number 3 regarding area studies programs, but we take strong exception to recommendations 1,2 and 4 regarding the organization and structure of international educational efforts on the Boulder campus. In the following pages we demonstrate why these three recommendations should not be implemented, by expanding on the following points:

1. The Office of International Education has developed during the past few years following guidelines established for it by four faculty committees and the Faculty Council. These guidelines were established after thorough research and careful deliberation, and they should not be precipitously abandoned because of the recommendations of a sub-committee which was unable to devote sufficient time to its task to understand fully the operations of the Office.
2. The strength of our activities derives largely from our combined efforts in all aspects of international education, our ability to maintain an overview position, and the cooperative, coordinated, and mutually supportive efforts made possible by the centralized administration of international education on the Boulder campus and throughout the University.
3. The efforts of the Office in the areas of academic, research, service and training programs have been productive. They have encouraged coordination among programs, stimulated additional activity, and provided substantial funding from outside sources.
4. The fragmentation of international educational efforts would not result in any savings in dollars or staff, but would instead result in at least equal expenditures and a severe diminution of the quality of programs.

Guidelines and Charge to the Office of International Education

The Office of International Education was first established in 1959 by Vice President W.F. Dyde. In 1964-65, a faculty committee chaired by Professor Carl McGuire studied international education on the Boulder campus for one academic year and, in May, 1965, recommended expansion of the Office of International Education and the appointment of a Director. Dr. James Colwell assumed the position of Director in September, 1965.

A second faculty committee chaired by Professor Calvin Grieder recommended in 1968 that the position of Director of Study Abroad be established in the Office of International Education and that the function of providing services and programs to foreign students be transferred from the Office of Special Services to the Office of International Education. Both of these actions were accomplished in 1968.

A third faculty committee chaired by Professor William Grupp reviewed the status of international education in 1970-71. This committee recognized that the functions of the Office of International Education were academic in nature and presented a resolution to the Faculty Council to establish guidelines for the organization and operation of the Office of International Education. This resolution was adopted by the Faculty Council on December 2, 1971, and has since served as the basic charge to the Office of International Education. It provides for integrated efforts in international education, including study abroad programs, services and programs for foreign students and visiting faculty, and support and stimulation of other international educational efforts. A copy of the resolution is attached to this memorandum as an appendix.

A fourth faculty committee chaired by Professor James Chinn recommended in 1972 that the Office of International Education should be headed by a dean, and it reconstituted itself into a search committee to fill that position. Dr. R. Curtis Johnson was appointed to the position of Director of International Education in September, 1973, and his conversion to the position of Dean of International Education was approved by the Regents on March 27, 1974.

The point of all of this is that four faculty committees and the Faculty Council have directed the evolution of the Office of International Education during the past thirteen years to its present status. Much careful thought has gone into the development of the Office, and the Office has faithfully followed the guidelines established by these committees and the Faculty Council. The recommendations of the Resource Allocation Committee appear to be an attempt to destroy thirteen years of hard work and steady development and to revise the charge given to the Office of International Education by the Faculty Council. Such a drastic revision is inappropriate especially if made on the recommendation of a sub-committee which was able to devote about three hours to this Office.

The Faculty Council resolution charges the Office of International Education with eight specific responsibilities involving study abroad programs, foreign student and scholar programs, faculty exchange, centralized information services, development of cooperative international education programs, coordination of international educational efforts, and cooperation with other educational institutions. All of these activities are central to the nature and purpose of the University in the late Twentieth Century. They can be carried out effectively only through a centralized and coordinated organization within the University. The Office of International Education has addressed itself vigorously to these specific responsibilities to the extent that we have been able to do so within the budgetary constraints which restrict us all. If the Office were to be abolished and its functions fragmented, all of our efforts would be diluted. Many of the charges would not be carried out by anybody.

The Need for Centralized Administration of International Education

International education is strong at the University of Colorado largely because we have an integrated, coordinated, and unified organizational approach to the subject. The Dean of International Education is able to maintain an overview position with regard to all international programs so that he can offer support to individual programs as needed. The Dean and the Office of International Education serve as a channel of communication among all international programs, thus avoiding costly and wasteful duplication of efforts and enabling all programs to profit from the experience of others.

The foreign student and scholar program and the study abroad program are strengthened by their close association and cooperation with each other and with all other international efforts on campus. We are able to share staff, resources and experience, adding to the efficiency and the quality of the foreign student and scholar program and the study abroad program. Examples of such close cooperation and mutual support include the utilization of foreign students in selection and orientation of American students who will study abroad; the development of reciprocal exchange agreements with universities abroad which make it possible for Colorado students to go abroad and students from those universities to study at the University of Colorado; the development of faculty exchange programs; sharing of knowledge and experience in the area of intercultural communications; sharing of soft money funding from outside sources; sharing of staff time and efforts to even out periods of peak activity; and the international atmosphere of the Office of International Education which encourages the integration and involvement of foreign and American students with each other. The list could go on, but it seems needless to elaborate on a point which should be so obvious.

Because of its concern with all international programs, the Office of International Education has been able to offer support, guidance, stimulation and coordination to such programs as the Economics Institute, Intensive English Center, area studies programs, language departments, centers and institutes which are involved to varying degrees in international education. The appendix material attached to this memorandum supports that contention.

Largely because of its coordinated administration and strong leadership, the University of Colorado has become prominent as a model for other institutions to follow in organizing their own international educational efforts. Members of the staff of the Office of International Education are called upon frequently by the National Association for Foreign Student Affairs to consult on other campuses which are concerned about the development of their international education programs, and administrators from other campuses visit us frequently to study our organizational structure and our services. These persons and the institutions they represent agree almost unanimously that a centralized and coordinated administration of international educational programs provides the most effective and most efficient framework for the provision of services and the creation and coordination of programs. It would be foolish to abandon an organizational structure which has not only proved effective on this campus, but has been imitated on many other campuses throughout the country.

Decentralizing and fragmenting international education would reduce coordination, hamper communication, cause duplication of efforts, result in a lower quality and less efficient international educational effort and lose money for the University. A centralized administration is needed to insure cooperation, communication, coordination and the maintenance of an efficient and high quality international educational program at the University of Colorado.

Academic, Research, Service and Training Programs

The Committee report recommends that "the academic, research, and training program of the Office of International Education be eliminated, since these functions will be performed elsewhere," and that "the Office of the Dean be eliminated." The Committee gives no indication of where these functions will be performed or who will perform the many valuable functions of the Dean. The answer has to be that, since these functions were not performed before there was a Dean of International Education,

they would not be performed anywhere if the Office of the Dean is eliminated.

Perhaps the Committee misunderstood the role of the Dean. The Committee report gives the impression that the Committee thinks the Dean is involved in directing academic programs, research programs, and training programs; they fail to mention the service functions at all. In fact, the Dean and the entire Office of International Education are involved in the support, stimulation and coordination of international academic, research, service and training programs. That support has been of concrete value to a number of institutes, centers, and other programs on campus. Again we refer to the appendix material attached to this memorandum.

Some of the specific accomplishments which have been achieved principally because of the active support and leadership of the Dean of International Education are:

. The initiation and funding, through a U.S. Office of Education grant, of the Interaction of International and American Students project of the Conflict and Peace Studies Program. The two-year grant of \$60,000 from the Office of Education has enabled the College of Arts and Sciences to add faculty and programs of value to both American and foreign students; it was made possible principally because of the involvement of the Dean in the planning and preparation of the grant proposal.

. The establishment of a new study abroad program in Taiwan and the strengthening of the program in Japan, largely because of the Dean's extensive interest in and knowledge of Asia and involvement with the East Asian Studies Program.

. An annual analysis of courses with international content offered on the Boulder campus, the results of which are used to point out weaknesses and strengths, to encourage the filling of gaps, and to recruit students for such courses.

. The establishment of a communications network of Departmental International Representatives, through which is disseminated information regarding study abroad opportunities, faculty exchange and fellowship opportunities, information about government regulations affecting foreign students, and similar matters of an international nature, thus keeping the faculty informed about international education on the Boulder campus.

. The encouragement of double degree programs, wherein students in professional schools, who will most often spend part of their professional careers working abroad, are enabled to take a double-major degree or a double degree in their professional area and in an area study program or foreign language.

. Leadership in and development of the Colorado Association for International Education, which, through conferences, workshops, publications, and similar means, has increased international educational activities at institutions throughout the state, improved communication and understanding among all of the institutions of the state, encouraged cooperation and sharing of programs and information among all of these institutions, and enhanced the stature of the University of Colorado throughout the state and the nation.

. Creation of a computerized information retrieval system regarding international interests of faculty members at institutions throughout Colorado, making it possible

to identify quickly and easily persons who would be interested in and capable of participation in international activities of various kinds.

. Raising of funds from outside sources totalling some \$150,000 over the past three years, including \$60,000 for the Conflict and Peace Studies Program, \$15,000 for the East Asian Studies Program (plus \$20,000 for the University of Denver, as this was a joint venture), two grants of \$5,000 and \$10,000 from the Japan Foundation and the Expo Fund for Japanese materials, books, and films, and a number of smaller grants and contributions from other outside sources. This was accomplished at a time when outside funding has been generally diminishing. Contacts have now been established which should make it possible to increase our fund raising substantially in the future.

. Establishment of contacts in Washington, D.C. and elsewhere on behalf of all international programs of the University. On typical visits to Washington (which, incidentally, are largely funded by outside sources because of the Dean's involvement in professional organizations such as NAFSA) the Dean visits a wide variety of public and private agencies to represent all of the international interests of the University. The same is true of visits outside the United States.

The above partial listing of the accomplishments of the Office of International Education suggests the importance and value of a centralized administration of international programs, the necessity of having a person who is able to maintain an overview of the international involvement of the University, and the value of coordinating and stimulating efforts in international education. Clearly, many persons and agencies were involved in all of the above accomplishments, but it is safe to say that few, if any, would have come about had it not been for the active involvement and leadership of the Dean of International Education.

The dissolution of the Office of International Education and the abolishment of the Office of the Dean would mean that there would no longer be anyone responsible for maintaining an overview of international education, coordinating international efforts, stimulating programs, and providing leadership in the international field. This would be a disastrous fifteen-year step backward for the University of Colorado. We must move forward instead of backward if we are to meet the challenges posed by the global community in which we live.

Budgetary Implications

We must assume that the Resource Allocation Committee believed that the drastic reorganization they propose would save the University funds, though they presented no evidence or explanation of how it would do so. The only thing we can see which would involve any apparent savings is the abolition of the Office of the Dean. Such a saving is apparent, not real.

If the study abroad program and the foreign student and scholar program are moved to other jurisdictions, all of the present staff and resources of those two programs plus the Account Technician and Administrative Assistant/Fellowship Coordinator would have to move with them. The two positions of Account Technician and Administrative Assistant/Fellowship Coordinator are now placed in the administrative section of the Office of International Education because the incumbents perform work for that section, the foreign student program and the study abroad program. The sharing of these positions among the three sections of the Office is possible only

under the present centralized administrative structure. If this structure is changed, these two positions would have to become part of the study abroad program, since a large portion of the work is directly related to that program.

In addition, one would have to assume that the Directors of the foreign student and scholar and study abroad programs would have to devote a substantial amount of time to general administration, budgeting, office management, personnel and peripheral matters. This would create a substantial duplication of effort and would require the addition of approximately 0.5 FTE to each of the two staffs if they were to retain a semblance of their present level and quality of services. Therefore, the FTE which appears to be saved by abolishing the Office of the Dean would have to be added to provide duplicated services in each of the separated program offices.

More importantly, the overview of international educational programs and the coordination provided by the Office of International Education would be lost. Communication among all international programs would diminish and duplication of efforts would increase, as each program would tend to develop its own experience and expertise in all areas. Such a lack of coordination is clearly inefficient and wasteful.

Finally, the responsibility for support to international academic, research, service and training programs would not be fulfilled. Area studies programs, institutes, centers, language departments, and other agencies would suffer from this absence of support and assistance. Funds from outside sources which have been raised principally through the efforts of the Dean would not be pursued, as they were not pursued before the establishment of the Office of the Dean. The loss of approximately \$50,000 per year from such funds (with the prospects of increased funding in the future) would alone be sufficient reason for disregarding the recommendation of the Committee.

The dissolution of the Office of International Education and the abolishment of the Office of the Dean would result in a net financial loss to the University of Colorado, a wasteful duplication of efforts, and a severe reduction in the level and quality of our international educational programs. It would accomplish the direct opposite of the results aimed for by the Committee.

Conclusion

We are in full agreement with the Resource Allocation Committee that the mission served by the Office of International Education is an important one. We prefer to improve our ability to carry out that mission rather than to destroy it. The drastic reorganization proposed by the Committee would severely diminish our ability to carry out quality study abroad and foreign student and scholar programs, and it would destroy the carefully planned and organized function of providing coordination, support and stimulation to all international programs. The reorganization would not save the University any money or FTE; rather, it would cause wasteful duplication of efforts. It would reduce or eliminate the ability of the University to obtain funds from outside sources for international programs. The Committee's recommendation regarding area studies programs should be followed, but those regarding the dissolution of the Office of International Education and the abolition of the Office of the Dean should be rejected as counterproductive of the goals sought by the Committee and the University.

The Office of International Education would welcome a serious and thorough study

of its operations and programs conducted by persons who have the necessary knowledge, background and time to carry out such a study. We do not feel that the Resource Allocation Committee was able to do this, and we urge that their recommendations be considered with that in mind.

Faculty Council Minutes

B. Notices of Motion Received (New Business)

1. Motion concerning the Advisory Board of the Center for the Study of Democracy and Communism. (See Agenda Item VIII, A.)

2. Resolution to the Board of Regents (See Agenda Item VIII, B.)

C. Items for Action (The Executive Committee proposes for action at this time the unfinished business of the meeting of Nov. 18, 1971.)

1. Recommendations concerning international education. In the interest of clarifying the University's goals in the fields of international education the Committee on International Education wishes to submit the following three Recommendations to the Faculty Council for its consideration and action.

Recommendation No. 1 - The University's Commitment to International Education

The University has an obligation to provide broad opportunities for international education which is in many ways as important as its obligation to provide educational opportunities in any of the traditional academic disciplines or interdisciplinary areas. In particular the University should

- (1) Provide educational programs, opportunities, aid, and assistance to students and faculty of all schools, colleges, divisions and departments of all the campuses and centers of the University of Colorado who wish to carry on educational activities in an international context;
- (2) Support a low-cost comprehensive study abroad program; and
- (3) Support programs to bring students and faculty from foreign countries to the University of Colorado.

Recommendation No. 2 - The Office of International Education

The operation of the Office of International Education shall be the responsibility of the Director of International Education. Because the Office provides services to all schools, colleges and campuses of the University, its Director, like the Director of the Libraries and Director of the Museum, shall continue to report to the Provost.

The Office of International Education is charged with

- (1) Organizing, maintaining and developing Study Abroad Programs.

(2) Maintaining a central source of information and advising on the opportunities for educational work and travel abroad, including the program of other educational institutions and agencies.

(3) Assisting and encouraging students and faculty who wish to participate in foreign educational or exchange programs.

(4) Representing the University by serving as host to students and faculty from abroad who are visiting the University, and by maintaining counseling, assistance, and logistical support programs for these foreign guests of the University.

(5) Serving as a catalyst and providing support to faculty and students who wish to develop disciplinary or interdisciplinary programs in international education here or in cooperation with other institutions.

(6) Maintaining an inventory of the roles and programs in international education at the University of Colorado and coordinating such activities within the University.

(7) Cooperating with other institutions of higher education in Colorado and the region to make available to students and faculties programs and opportunities in international education on a reciprocal basis.

(8) Carrying on such other activities in support of international education as may be necessary.

Recommendation No. 3 - The Committee on International Education

A Committee on International Education shall be established as a sub-committee of EPUS to report regularly to the University Committee on Educational Policy and University Standards. The Committee shall be responsible for giving support and guidance to the University's efforts in the field of international education and for reporting periodically to the Faculty Council on its work and on the work of the Office of International Education. It shall report to the faculty through the EPUS Committee.

The sub-committee shall be a University-wide committee whose members have demonstrated interest and involvement in international education.

The Director of International Education shall serve as ex officio member without vote.

THE MOTION PASSED

OFFICE OF INTERNATIONAL EDUCATION
UNIVERSITY OF COLORADO
BOULDER, COLORADO 80309

DEAN, (303) 492-7741

FOREIGN STUDENT OFFICE, (303) 492-8057

STUDY ABROAD OFFICE, (303) 492-7741

April 12, 1977

TO: Vice Chancellor Corbridge
FROM: R. Curtis Johnson
SUBJECT: 1978-79 Request Budget

Attached is the request budget for OIE for 1978-79. This follows the format we have used for several years. Anticipated expenditures are shown for each of the categories of our operation: Administration, Study Abroad Programs, and Foreign Student and Scholar Programs. We have made one addition: Two budgets are submitted, one minimal and one desired. In both cases, priorities are listed.

In keeping with the recommendations of the resource subcommittee, we have withdrawn requests for funds which would allow us to continue fund-raising and other support for academic, research, and training programs, pending resolution of this matter. We have incorporated into administrative functions that of faculty exchange, which we have previously put in the academic programs section, since in reality it is a function of the administrative section. We have also included minimal support of the anticipated Latin American Center.

RCJ:jm

1978-79 Minimum Request Budget

SUMMARY

<u>CODES</u>	1	3	4	5	6	8	TOTAL
Administration	\$35,500	\$24,024	\$4,000	\$16,070	\$1,800	\$750	\$82,144
Study Abroad		65,160	3,000		7,600		75,760
Foreign Student & Scholar Programs		48,072	3,900		2,100		54,072
TOTALS	\$35,500	\$137,256	\$10,900	\$16,070	\$11,500	\$750	\$211,976

1978-79 Minimum Request Budget

ADMINISTRATION & GENERAL OFFICE

ALL FIGURES BASED ON 1976-77 SALARIES AND EXPENSES

<u>CODES</u>	1 ⁽¹⁾	3 ⁽¹⁾	4 ⁽¹⁾	5 ⁽²⁾	6 ⁽³⁾	8 ⁽⁴⁾
Dean	\$30,500					
Administrative Asst.		12,600				
Account Technician		11,424				
Work Study/Computer Scheduler			500			
Work Study/Editorial Assistant			500			
Work Study/Research Assistant			500			
*Work Study/Account Technicians (2)			1,000			
Work Study/Secretaries (3)			1,500			
Funds for faculty exchange	5,000					
Other				<u>16,070</u>	<u>1,800</u>	<u>750</u>
TOTALS	\$35,500	\$24,024	\$4,000	\$16,070	\$1,800	\$750
					GRAND TOTAL	\$82,144

(1) All salaries are given at 1976-77 levels.

(2) Does not include approximately \$10,000 that must be generated from student charges to cover study abroad supplies and expenses.

(3) Travel

(a) Dean

(i) Two domestic trips - Professional meetings

\$1,000

(ii) In-state

300

\$1,300

(b) Administrative Assistant

(i) One domestic trip

500

500
\$1,800

*New position: One additional accounting work study

1978-79 Minimum Request Budget

ADMINISTRATION & GENERAL OFFICE (CONTINUED)

(4) Code 8 for entire office

New and replacement equipment for current staff \$750

1978-79 Minimum Request Budget

STUDY ABROAD PROGRAMS

ALL FIGURES BASED ON 1976-77 SALARIES AND EXPENSES

<u>CODES</u>	1	3 ⁽¹⁾	4 ⁽¹⁾	5 ⁽⁵⁾	6 ⁽⁶⁾	8 ⁽⁵⁾
Director		\$21,576				
Assistant Director ⁽⁷⁾		14,592				
*Program Specialist ⁽⁷⁾		-0-				
Latin American Coordinator		18,624				
Secretary		10,368				
Steno-transcriber ⁽⁷⁾		-0-				
Travel Coordinator ⁽⁷⁾		-0-				
Work Study/Secretary			500			
Work Study/Travel			500			
*Work Study/Art & Advertising			500			
Work Study/Latin American Programs (3)			1,500			
Other		_____	_____		7,600	
TOTALS		\$65,160	3,000		7,600	
					GRAND TOTAL	\$75,760

(5) All Code 5 and Code 8 for entire office are included under Administration.

(6) Travel

(a) Director						
(1) Europe - 4 weeks				\$1,800		
(ii) Two domestic trips				1,000		
(iii) In-state				<u>300</u>		
						\$3,100
(b) Assistant Director						
(i) One domestic trip				500		500
(c) Program Specialist						
(i) One domestic trip				500		500

*New positions

1978-79 Minimum Request Budget

STUDY ABROAD PROGRAMS (CONTINUED)

(6) Travel (continued)

(d) Latin American Program Coordinator		
(i) Two trips - Mexico	\$1,000	
(ii) One trip - domestic	500	
(iii) In-state	<u>500</u>	\$2,000
(e) Travel Coordinator		
(i) In-state	500	500
(f) Other staff travel	500	500
(g) Faculty on sabbatical to evaluate centers abroad	500	<u>500</u>
		\$7,600

- (7) Salaries of the Assistant Director, Steno-transcriber, and one-half of the salary of the Travel Coordinator are presently paid by funds generated by charges to students participating in Study Abroad programs. Budget shows a transfer of the salary of the Assistant Director to general funds in order to have sufficient non-general funds to meet rising study abroad S&E costs and salary increases, and to possibly pay for additional personnel, without undue increases in program fees.

1978-79 Minimum Request Budget

FOREIGN STUDENT AND SCHOLAR PROGRAMS

ALL FIGURES BASED ON 1976-77 SALARIES AND EXPENSES

<u>CODES</u>	1	3 ⁽¹⁾	4 ⁽¹⁾	5 ⁽⁵⁾	6 ⁽⁸⁾	8 ⁽⁵⁾
Director		\$21,576				
*Assistant Director ⁽⁹⁾ (Univ. Prog. Spec. III)		13,896				
Secretary		12,600				
Student secretary			3,900			
Other		_____	_____		<u>2,100</u>	
TOTALS		\$48,072	3,900		2,100	
					GRAND TOTAL	\$54,072

(8) Travel

(a) Director

- (1) Two domestic trips
- (ii) In-state

\$1,000
300

\$1,300

(b) Assistant Director

- (1) One domestic trip
- (ii) In-state

500
300

800
\$2,100

- (9) If the Assistant Director position is not funded, we will need an increase of \$7,370 in Code 4 for a half-time graduate trainee.

*New position: Replaces present half-time graduate trainee position.

1978-79 Minimum Request Budget

PRIORITIES

These are based on 1976-77 budget and positions since 1977-78 budget is presently unknown. All positions are requested from general funds.

1. Assistant Director of Foreign Student and Scholar Programs (new)
2. Assistant Director of Study Abroad Programs (to general funds)
3. Increase in Code 4
4. Increase in Code 5
5. Increase in Code 6
6. Increase in Code 1 (faculty exchange)
7. Increase in Code 8

1978-79 Desired Request Budget

SUMMARY

<u>CODES</u>	1	3	4	5	6	8	TOTAL
Administration	\$55,500	\$32,556	\$2,500	\$30,855	\$6,100	\$17,500	\$145,011
Study Abroad		96,600	3,000		17,400		117,000
Foreign Student & Scholar Programs	_____	48,072	11,270	_____	5,100	_____	64,442
TOTALS	\$55,500	\$177,228	\$16,770	\$30,855	\$28,600	\$17,500	\$326,453

1978-79 Desired Request Budget

ADMINISTRATION & GENERAL OFFICE

ALL FIGURES BASED ON 1976-77 SALARIES AND EXPENSES

<u>CODES</u>	1 ⁽¹⁾	3 ⁽¹⁾	4 ⁽¹⁾	5 ⁽²⁾	6 ⁽⁴⁾	8 ⁽⁵⁾
Dean	\$30,500					
Administrative Asst.		12,600				
Budget Officer		11,424				
*Secretary ⁽³⁾		8,532				
Work Study/Computer Scheduler			500			
Work Study/Editorial Assistant			500			
Work Study/Research Assistant			500			
*Work Study/Account Technicians (2)			1,000			
Funds for faculty exchange	10,000					
Partial support for director of Latin American Center	15,000					
Other				<u>30,855</u>	<u>6,100</u>	<u>17,500</u>
TOTALS	\$55,500	\$32,556	\$2,500	\$30,855	\$6,100	\$17,500
					GRAND TOTAL	\$145,011

(1) All salaries are given at 1976-77 levels.

(2) Includes entire office

(a) S&E estimate based on 1976-77 expense rates	\$24,855
(b) CAIE membership - 10¢/student (Boulder campus)	2,000
(c) Computer time and services	2,000
(d) Foreign visitors	<u>2,000</u>
	\$30,855

*New positions: One secretary, one additional accounting work study.

1978-79 Desired Request Budget

ADMINISTRATION & GENERAL OFFICE (CONTINUED)

(3) If secretarial position is not funded, we will need 3 work-study secretaries (additional \$1500 in Code 4)

(4) Travel

(a) Dean			
(1) Six weeks - Orient		\$3,000	
(ii) Two domestic trips - Professional meetings		1,000	
(iii) In-state		<u>300</u>	
			\$4,300
(b) Administrative Assistant			
(1) Two domestic trips - NAFSA and Fulbright meeting		1,000	
(ii) In-state		<u>300</u>	
			1,300
(c) Account Technician			
(1) One domestic trip		<u>500</u>	
			<u>500</u>
			\$6,100

(5) Code 8 for entire office

(a) New and replacement equipment for current staff		\$750	
(b) Furnishing offices for 3.5 new FTE personnel (above 1976-77) - typewriters, dictating machines		1,750	
(c) Special allocation for move to new location		<u>15,000</u>	
			\$17,500

1978-79 Desired Request Budget

STUDY ABROAD PROGRAMS

ALL FIGURES BASED ON 1976-77 SALARIES AND EXPENSES

<u>CODES</u>	1	3 ⁽¹⁾	4 ⁽¹⁾	5 ⁽⁶⁾	6 ⁽⁷⁾	8 ⁽⁶⁾
Director		\$21,576				
Assistant Director		14,592				
*Program Specialist		10,368				
Latin American Coordinator		18,624				
Secretary		10,368				
Steno-transcriber		7,176				
Travel Coordinator		13,896				
Work Study/Secretary			500			
Work Study/Travel			500			
*Work Study/Art & Advertising			500			
Work Study/Latin American Programs (3)			1,500			
Other					<u>17,400</u>	
TOTALS		\$96,600	\$3,000		\$17,400	

GRAND TOTAL \$117,000

(6) All Code 5 and Code 8 for entire office are included under Administration.

(7) Travel

(a) Director						
(i) Europe - 4 weeks				\$1,800		
(ii) Three domestic trips				1,500		
(iii) In-state				<u>300</u>		\$3,600
(b) Assistant Director						
(i) Africa - 2 weeks				1,500		
(ii) Two domestic trips				1,000		
(iii) In-state				<u>300</u>		\$2,800
(c) Program Specialist						
(i) One domestic				500		
(ii) In-state				<u>300</u>		\$800

1978-79 Desired Request Budget

STUDY ABROAD PROGRAMS (CONTINUED)

(7) Travel (continued)

(d) Latin American Program Coordinator		
(i) Three trips - Mexico	\$1,500	
(ii) One trip - Latin America	1,000	
(iii) One trip - domestic	500	
(iv) In-state	<u>1,000</u>	\$4,000
(e) Travel Coordinator		
(i) Europe - two weeks	1,200	
(ii) In-state	<u>500</u>	1,700
(f) Other staff travel		500
(g) Foreign staff to Boulder for consultation		3,000
(h) Faculty on sabbatical to evaluate centers abroad		<u>1,000</u>
		\$17,400

1978-79 Desired Request Budget

FOREIGN STUDENT AND SCHOLAR PROGRAMS

ALL FIGURES BASED ON 1976-77 SALARIES AND EXPENSES

<u>CODES</u>	1	3 ⁽¹⁾	4 ⁽¹⁾	5 ⁽⁶⁾	6 ⁽⁸⁾	8 ⁽⁶⁾
Director		\$21,576				
*Assistant Director (Univ. Prog. Spec. III)		13,896				
Secretary		12,600				
Half-time trainee			7,370			
Student secretary			3,900			
Other					<u>5,100</u>	
TOTALS		\$48,072	\$11,270		\$5,100	
					GRAND TOTAL	\$64,442

(8) Travel

(a) Director						
(i) One trip abroad - 3 weeks				\$2,000		
(ii) Two domestic trips				1,000		
(iii) In-state				<u>300</u>		\$3,300
(b) Assistant Director						
(i) Two domestic trips				1,000		
(ii) In-state				<u>300</u>		1,300
(c) Other staff - domestic trips				500		<u>500</u>
						\$5,100

*New position

1978-79 Desired Request Budget

PRIORITIES

These are based on 1976-77 budget and positions, since 1977-78 budget is presently unknown. All positions are requested from general funds.

1. Assistant Director of Foreign Student and Scholar Programs (new)
2. Assistant Director of Study Abroad Programs (to general funds)
3. Administrative Secretary (new)
4. Increase in Code 4
5. Increase in Code 5
6. Travel Coordinator (to general funds)
7. Study abroad steno-transcriber (to general funds)
8. Study abroad program specialist (new)
9. Increase in Code 6
10. Increase in Code 1 (faculty exchange and Latin American Center)
11. Increase in Code 8

APR 18 1975

OFFICE OF INTERNATIONAL EDUCATION
UNIVERSITY OF COLORADO
BOULDER, COLORADO 80302

DEAN. (303) 492-7741
FOREIGN STUDENT CENTER. (303) 492-8037
STUDY ABROAD OFFICE. (303) 492-7741

April 15, 1975

TO: Lawson Crowe

COPIES: Pete Barden, Jim Corbridge

FROM: R. Curtis Johnson

SUBJECT: 1976-77 request budget for Office of International Education

Attached is material, documented with footnotes, for the 1976-77 request budget. We realize the gross inaccuracies possible in some figures, especially Code 3 salaries, and thus expect to revise these when actual 75-76 budgets are known.

To give some perspective regarding staff, here is a listing of those we wish to have on board, with notes as appropriate:

Administration

Dean
Administrative Assistant
Account Technician
Typist
Work Study

Study Abroad

Director
Assistant Director (Present Program Assistant)
Program Assistant
Latin American Coordinator
Secretary
Typist
Travel Coordinator
Work Study

Foreign Student and Scholar Programs

Director
Assistant Director
Administrative Assistant
Secretary
Work Study Clerk
Work Study Program Aide

TO: Members of the International Education Advisory Board

At our meeting of April 10 only three members outside the office were able to appear--Messrs. Kraft, McGuire and Skurnik. We went over the request budget material, and generally approved it, after several significant questions were raised. Several of these had to do with the cover memorandum--whether it was adequate or not--and we have attempted to respond to these questions by adding more material. The administrators who receive this will have available to them copies of the job description. Here is a revised memo. If you have any further questions about the budget or any about this memo, please let us*

*know before April 23, at which time the final draft will be prepared. Many thanks.

Academic Program Coordination

Director (Code 1, half time, full time summer, full time 77-78)
 Administrative Assistant
 Secretary
 Work Study

Research and Training Program Coordination

Director (Not until 77-78)
 Administrative Assistant (Not until 77-78)
 Secretary (Not until 77-78)
 Work Study

The above list of personnel, and the parallel breakdown of the budget, fit the anticipated functions of the various parts of OIE as outlined in the job description. (The general ideas contained therein have been agreed upon by the administration, or at least in a nolo contendere sense; the job description, however, is somewhat out of date, and will be revised when time is available to do so.)

I know that later we will have to discuss our priorities, a list of which has been submitted to you in answer to previous requests. Without committing ourselves to a definite list at this time, there are certainly some which will be high on the list. Some rationale for these might be mentioned at this time.

Study Abroad

Top priorities in this area include elimination of the Code 9 recharge, budgeting the Assistant Director and Travel Coordinator on hard money, and the addition of a typist. The original recharge assessment, based at best on flimsy grounds, came about because we "spent a lot of money and benefited few students". This office directly affects (and we assume benefits) some 700-1000 people per year, counting about 300 students on programs abroad, 400 foreign students here, plus a large number of foreign visitors, and CU staff, faculty, and families going abroad. The spinoff of interactions between American students and both foreign students and returning students from abroad must be large, but is not measurable. On an index of (general funds expended)/(number of people significantly affected) --and I don't necessarily recommend such--I believe we can be competitive with some departments (such as mine--Ch. E.) which strive for quality, and expend large sums doing so.

Foreign Student and Scholar Programs

Top priorities are a full time Assistant Director and an Administrative Assistant. In the job description Eugene Smith has carefully described what the office is doing and what it should be doing. Activities this year which have taken much extra time have included the CAIE legislative effort and the schools project. There will be an expansion of such in the future. We limp along with about 2.6 people; another school with 50% greater foreign student enrollment and perhaps twice as many foreign visitors has no less than 13 people in this activity alone

(and a building larger than all of 914 Broadway). It is easy to determine where the better service is given and where the greater impact on the community-at-large is.

(Returning to the recharge question, all of this is ripped out of the out-of-state students who pay more on study-abroad programs; there is no way at all for the foreign student office to contribute. Benefits of our efforts accrue to both American and foreign students, though. For 1975-76 it appears the extra charges to out-of-state students will not pay the recharge; many of them are now Colorado residents.)

Academic and Research and Training Program Support

Projections to future operations indicate the possibility of two more Directors in this office in addition to study abroad and foreign student and scholar programs. These positions, which should be academic (Code 1) may not be justified; only experience will tell. For this reason, we feel we should start modestly, with a half-time academic person on a temporary one-calendar-year appointment, to see how it goes.

Much of the work of this half-time director would be in areas now done by two of us, me and one administrative assistant. It is physically impossible to follow through on all the various jobs we have started, and getting action from ad hoc faculty committees needs continual bird-dogging. Followup of their efforts, frequently in the form of trips to support proposals, is very time-consuming, and the Dean isn't always the right person to send on such jobs. At the moment there is little choice.

Note that academic program support includes a minimal area-studies office, as proposed by Chancellor Crowe at the time the University decided against funding the Asian Studies Office. These programs badly need some administrative support, financially and psychologically, and look upon such an office as a symbol of support, or lack thereof.

Someday we need to examine the future of area studies programs to decide what kind of support is needed--a single office minimally staffed, "desks" like the State Department, or something else. There is a strong feeling in OIE and within the area-studies committees that there must be strong programs at any institution which wishes to earn the title "university", and certainly one which feels any obligation to address itself to the real and urgent problems of mankind.

RCJ:rs

DATE RECEIVED:

9/24

Routing:

		<u>Initial</u>
Abbott, Lois	_____	_____
April, Jay	_____	_____
Bailey, Mark	_____	_____
Bishop, Judy	(2)	✓
Hanley, Jim	_____	_____
Hersh, Gil	_____	_____
Louis, Joan	_____	_____
McArthur, Greg	_____	_____
Mount, Janet	_____	_____
Rogers, Connie	_____	_____
Rogers, Dave	(D)	DRP
Saldana, Jose	_____	_____
Schiffman, R.	_____	_____
Slater, Chuck	_____	_____
von Borstell, G.	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Filing:

Original _____

Copies:

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Out _____

Internal _____

Administration _____

Fiscal/Contract _____

Organization _____

Project _____

Proposal _____

COMMENTS:

Judy - We've had some previous memos on the enclosed subject - Can you find them and give them to me?

DRP

OFFICE OF INTERNATIONAL EDUCATION
UNIVERSITY OF COLORADO
BOULDER, COLORADO 80302

SEP 24 1975

DEAN, (303) 492-7741

FOREIGN STUDENT OFFICE, (303) 492-8057

STUDY ABROAD OFFICE, (303) 492-7741

September 22, 1975

TO: Vice Presidents Nelson, Aldrich; Dr. Paterson; Professors Slater,
McMillan, Rogers, Kite; Mr. J. April; Mr. Eugene Smith; Mrs. Ruth
Purkaple.

FROM: R. Curtis Johnson

Curt
I have received schedules from all of you stating when you would be available to meet and discuss medical and educational programs with Brazil. It seems the only time we would all be able to meet would be on a Monday afternoon. I have therefore decided to hold this meeting on October 13 at 1:00 p.m. at our office at 914 Broadway, Boulder, Colorado 80302.

Please let me know if it is impossible for you to attend this meeting.

RCJ:pr

DATE RECEIVED:

Routing:

		<u>Initial</u>
Abbott, Lois	_____	_____
April, Jay	_____	_____
Bailey, Mark	_____	_____
Bishop, Judy	2 _____	✓ _____
Hanley, Jim	_____	_____
Hersh, Gil	_____	_____
Louis, Joan	_____	_____
McArthur, Greg	_____	_____
Mount, Janet	_____	_____
Rogers, Connie	_____	_____
Rogers, Dave	1 _____	_____
Saldana, Jose	_____	_____
Schiffman, R.	_____	_____
Slater, Chuck	_____	_____
von Borstell, G.	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

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Original

Copies:

off Int. Ed. -
Curt Johnson

In _____

Out _____

Internal _____

Administration _____

Fiscal/Contract _____

Organization _____

Project _____

Proposal _____

COMMENTS:

OFFICE OF INTERNATIONAL EDUCATION
UNIVERSITY OF COLORADO
BOULDER, COLORADO 80302

DEAN. (303) 492-7741

FOREIGN STUDENT OFFICE. (303) 492-8087

STUDY ABROAD OFFICE. (303) 492-7741

September 23, 1975

TO: Members of the International Education Advisory Board

Ruth Purkale, Eugene Smith, Robert Hefling, Don Willis, Wyn Owen,
Richard Kraft, W.A.E. Skurnik, Carl McGuire, Kent Casper, Christopher
A. Paterson, Dave Rogers, Jose B. Fernandez, Yvonne Barrett

FROM: R. Curtis Johnson

Curt
As I have previously indicated, I anticipate that there will be only two meetings of the International Education Advisory Board each year, one in the fall to review the annual report, and one in the spring to review the request budget before these documents are submitted to the administration.

We are planning to hold this year's fall meeting sometime in October to review the annual report.

I would appreciate it if you would fill out the attached schedule and return it to me by October 1, so that I can set up a time for the meeting.

Thank you.

RCJ:pr