

# The Internationalization of Yale

## Progress Report 2005-2008

**GOAL ONE: TO PREPARE STUDENTS FOR LEADERSHIP AND SERVICE IN AN INCREASINGLY INTERDEPENDENT WORLD.**

**Strategy: We will encourage academic units to build faculty strength in contemporary international studies.**

### Faculty

- Six International Interdisciplinary Professorships in the MacMillan Center were created, and five scholars have been recruited to date to fill these slots.
- Eight other tenured FAS appointments of scholars with expertise in international fields not available at Yale previously (openings resulted from retirements or other departures).
- Seventeen junior FAS faculty appointments in departments from anthropology and economics to history and political science have brought promising young scholars with expertise in contemporary international studies.
- The Council on Middle East Studies launched in 2007 an initiative to attract top visiting scholars to “audition” possible recruits as well as augment course offerings.
- Gaps remain in FAS faculty who specialize in some key areas.
- The concept of recruiting “Professor in the Practice of” has not gained real traction.
- The India Initiative, announced in November 2008, will add substantial faculty strength.
- The School of Forestry & Environmental Studies has added six new faculty to expand coverage of critical global regions and topics.
- The Law School hired two faculty with international research agendas and promoted a third. The School also expanded their Foreign Visitors program, which brings foreign law professors and jurists to teach for a semester or year.

### Curriculum enhancements

- Yale College: New majors in Modern Middle East Studies and South Asian Studies. The International Studies major has been strengthened by enlisting more senior faculty to teach the seminar and advise students on their thesis. The Brodhead Report's recommendation for "building a base of excellent interdisciplinary courses in health and society" has been advanced with several new courses.
- Grand Strategy Program: Brady-Johnson endowment funded allowing for expansion of Program.
- International Relations Master's Program: Steps taken to strengthen the program are evidence in admissions statistics that compare favorably with those for students in the better-known schools of international and public affairs.
- Language Study: The new foreign language requirement for Yale College went into effect with the Class of 2009. The Graduate School implemented summer Language Institute Fellowships to assist graduate students with tuition costs for language programs outside of Yale (often abroad), particularly in language and levels of study not offered during the Yale Summer Session
- Architecture: All students in their final year participate, as of 2007, in an international trip that includes a project that is then critiqued by leading architects.
- Divinity: Created new courses such as Faith and Globalization, co-taught by Tony Blair, and a new Master's concentration in Asian religions.
- Drama: New courses with significant international focus have been added in Dramaturgy and Dramatic Criticism.
- Forestry & Environmental Studies: Greatly strengthened course coverage, now 20% of courses explicitly address international environmental problems and their solutions such as new courses on sustainable economic development, urban infrastructure and growth, energy issues in developing countries, and clean technology, and efficient resource use.
- Law: The first-year has been changed from an exclusively U.S. focused curriculum to include international dimensions; for example the class on procedures now includes approximately 30% international content.
- SOM: New curriculum introduced in 2007 requires all students to participate in a faculty-led trip abroad during their first year.

**Strategy: Provide an opportunity for each Yale College student to go abroad for study, for research, or for an internship during his/her four-year experience.**

The goal announced in 2004 has been aggressively pursued to achieve the following:

Student Placements

| Program                           | 2003-04 | 2004-05 | 2005-06 | 2006-07 | 2007-08 |
|-----------------------------------|---------|---------|---------|---------|---------|
| Academic Year study abroad        | 156     | 158     | 144     | 199     | 152     |
| Summer study abroad               | 178     | 270     | 387     | 393     | 524     |
| Summer internships                | 40      | 92      | 196     | 231     | 258     |
| Research and independent projects | 176     | 206     | 250     | 269     | 295     |
| Total students abroad             | 550     | 726     | 977     | 1092    | 1229    |

- The Bulldog internships and Yale Summer Session courses are now offered in 28 countries.
- Peking-Yale Joint Undergraduate Program – great idea, limited enrollment; new refinements for the program have been recommended by a College committee that reported to the Dean in February 2009.
- IARU Global Summer Program – provides Yale College students access to special courses at the institutions that are members of the International Alliance of Research Universities, launched in summer 2008 and will be expanded.

Structure, Processes and Policies

- Creation of a position to lead Yale College international efforts achieved in September 2006 with the hiring of Jane Edwards as Associate Dean of International Affairs.
- 2008 launch of the Yale College Center for International Experience for “one-stop shopping” of student opportunities abroad; focus now is on ensuring quality of opportunities, more customized pre-departure orientations, and use of new software that was introduced this fall and allows students to search and apply for all Yale programs abroad.
- Undergraduate research opportunities in the sciences, engineering, and health have been pursued and the number of available placements has grown from a handful in 2005-06 to 53 last year.
- Need-based financial aid for opportunities abroad increased from \$732,078 for 142 Yale College students in summer 2005 to 303 students receiving \$1,972,889 in summer 2008.

- Yale College, the Graduate School and the MacMillan Center launched a University-wide funding database through which students may apply for research fellowships, including dozens of programs for study and research abroad.
- “E-assisted Planning for East Asia” (a Web-based tool introduced in 2005) is being extended to cover other regions, providing students with comprehensive, interactive guides to courses, languages, clubs, and other information relevant to each world region. This tool also includes information for Graduate and Professional School students.

**Strategy: Expand the opportunities for professional school students to go abroad in ways that are central to students’ program of study.**

- Divinity: New exchange agreements with institutions in China, Egypt, Germany, Singapore, and the U.K. as well as “travel seminars” provide students with international opportunities related to their studies.
- Drama: Acting students may now attend (financial support is available for two students each year) a classical acting program at Oxford.
- Forestry & Environmental Studies: 60% of F&ES students work in summer internships abroad supported with money from new endowed funds.
- Law: enhanced post-graduate fellowship program to support graduates to clerk in foreign and international courts, work in human rights or other areas of public interest law, or teach internationally.
- Medicine: Opened the Office of International Medical Student Education to facilitate sending Yale medical students abroad so that they experience medicine as it is practiced in other countries. The School has also established new sites for residents and attending physicians for clinical rotations for a total of seven sites in Africa, Asia, and Latin America.
- Music: Regularly occurring international opportunities such as performing in Milan’s annual summer opera festival are supplemented by special opportunities such as the 2008 Musicathlon, which took the 100-member Philharmonia to perform in Beijing as a prelude to the Olympics.
- Nursing: The School is committed to providing every graduate nursing student with an opportunity for research or a clinical experience and is focusing on developing five sites for rotations.

### **Strategy: Expand the work of the Center for the Study of Globalization**

- In the last three years, the Center has been the convener of important conferences and symposia that covered topics such as nuclear weapons abolition, equity and growth (with the World Bank), globalization, and global warming. The Center also publishes conference proceedings.
- Ernesto Zedillo, former President of Mexico and Director of the Yale Center for the Study of Globalization, uses the Center as a platform for collaborations with international public policy commissions and forums and has served as chair of nine separate international bodies in the last three years, most recently the High Level Commission on reform of the World Bank.
- *YaleGlobal* has become an important on-line publication with an average of 1.5-2 million hits a week.

### **Strategy: Develop advanced education programs for established and emerging leaders**

- World Fellows “institutionalized” with growing reputation externally; successful transition to second director, Michael Cappello.
- Programs initiated by the Office of International Affairs (OIA) for senior governmental leaders in key countries have taken root: program for the Chinese Vice Ministers has been held three times and was applauded by President Hu; new program for Indian Parliamentarians introduced in 2007 and repeated in 2008 is to be continued; and new program for Japanese Diet members and ministry officials that was launched in 2006 will be renewed.
- The China-Yale Advanced University Leadership Program has been held twice at Yale and twice on a Chinese campus and has resulted in close relations with the presidents and chancellors of all of China’s top dozen universities.
- A number of the professional schools have experimented with “exclusive” programs for established leaders (e.g., F&ES with Chinese environmental officials; SOM with deans of business schools from abroad; and Divinity with the “Common Word” conference for leading religious figures). The challenge remains to gain traction in those that will advance the mission of a school. These supplement the strengthening of successful programs like the Law School’s Global Constitutionalism Seminar.

- Greenberg Conference Center under construction and scheduled for opening in June 2009 will provide dedicated space for international leadership programs.

## **GOAL TWO: TO ATTRACT THE MOST TALENTED STUDENTS AND SCHOLARS TO YALE FROM AROUND THE WORLD**

**Strategy: Develop a more strategic approach to undergraduate recruitment abroad and mobilize alumni more effectively in international admissions.**

When the Framework was published, there was no strategy for recruiting abroad and recruitment activities consisted primarily of trips as a part of multi-school delegations visiting several countries. The Office of Undergraduate Admissions began partnering with the Office of International Affairs (OIA) to develop targeted recruitment plans for key countries (China, India, Mexico, Argentina, Chile, and Brazil especially). The OIA country specialists often now travel with the admissions officers. For three years we have focused on frequent visits to key feeder schools and mobilizing alumni to interview applicants and host yield events. The efficiency of the feeder school program has been proven: in the last three years, 10 of 12, 9 of 10, and 10 of 11 students from India admitted to Yale College matriculated, compared to circumstances four years ago where we lost the best students regularly to Harvard.

The goal has not been to increase the number of applicants to the College but the heightened reputation of Yale coupled with increased financial aid has led to additional applications: 3,800 this past year verses 2,500 applications five years ago.

**Strategy: Provide substantially improved support to the growing number of international students and scholars at Yale.**

- Opened the first International Center for Students and Scholars. In the last three years, the Center has enabled the Office of International Students and Scholars to develop a dramatically expanded set of programs. The Center is now open every evening until 9:00 and some weekends. Last year, 509 programs took place in the Center ranging from game nights and broadcasts of soccer matches to English conversation groups, dinner conversations with faculty, and performances.

- One aspect of work in this area focuses on mobilizing international students to be “teachers” to the campus about their own cultures (e.g., a celebration of International Women’s Day, book readings and performance during Africa Week). Each OIA country specialist is charged with having continual contact with international students and scholars from their countries; for example, last year OIA hosted or organized 19 events for Chinese at Yale.
- An “international student satisfaction” survey was conducted in November 2007 utilizing a U.K. higher education benchmarking and research service that surveys students at 91 universities in nine countries. Yale received very high marks in most categories and among the highest marks of all universities in student satisfaction overall. The areas receiving the lowest ratings related to safety, transportation, and career advice.
- Yale’s programs of English as a Second Language (ESL) have not been adequate in quality or quantity. The program was systemically evaluated, restructured and now a national search is underway for a director to provide leadership for creating a fuller program of ESL services.

### **GOAL THREE: TO POSITION YALE AS A GLOBAL UNIVERSITY OF CONSEQUENCE.**

**Strategy: Concentrate on a limited number of projects that will be consequential to a School’s mission or the University’s overall internationalization effort.**

- Launched the Global Health Leadership Institute, which will work with top health leaders in a select group of countries (Ethiopia, Ghana, Liberia, Mexico, Rwanda, and Singapore) to strengthen their health systems through applied research, effective dissemination of current knowledge and practices, and leadership development. This project will include a week-long meeting at Yale as well as follow up with practical tools for designing grand strategy and problem solving.
- Established the “China Scholarship Council - Yale World Scholars in the Biomedical Sciences” program. The China Scholarship Council provides funds to support students from China. More importantly, the top scholars from the best university programs in this field (Fudan, Peking, Tsinghua, and Zhejiang universities, and Huazhong University of Science and Technology) are now tied closely to us and nominate some of their very

best students, who are then interviewed and recruited in China by Yale faculty.

- Secured substantial funding to support a much expanded program of the China Law Center; opened Beijing China Law Center office on the campus of Peking University.
- Developed the Faith and Globalization Initiative with the Divinity School and Yale SOM.
- Pursuing a role for Yale at the new King Abdullah University of Science and Technology in Saudi Arabia.
- Expanded a major faculty research collaboration, Fudan-Yale Biomedical Research Center, and explored additional opportunities for two collaborations located at Peking University: the Peking-Yale Joint Center for Plant Molecular Genetics and Agro-biotechnology and the Yale-Beida Joint Center for Microelectronics and Nanotechnology. Currently developing a joint research project with the University of Science and Technology of China on “high confidence” computer software.
- Conducted negotiations to create a Yale Institute of the Arts in Abu Dhabi. These negotiations ended in 2008 when it became clear that Abu Dhabi officials insisted on degree programs being offered.
- Negotiated successfully for the Middle East Legal Studies Seminar to be held in Abu Dhabi in 2009.
- Announced in December 2008 that the School of Nursing will be the academic partner in establishing the Nursing Institute for HIV/AIDS in Chennai, India, with initial funding from the Clinton Foundation HIV/AIDS Initiative.

**Strategy: Undertake a new round of initiatives in China.**

Cemented Yale’s position as a top international university in China by:

- developing leadership programs
  - China-Yale Advanced University Leadership Program for the leaders of China’s top universities
  - China-Yale Senior Government Leadership Program for vice minister level officials who are charged with implementing administrative process and openness reforms
- broadening relations with senior leaders
- undertaking visits to China by President Levin
- hosting a highly successful visit to Yale by China’s President Hu Jintao
- conducting the highly visible China 100 visit to China

- developing through Yale Press new technology-based, interactive tools for Chinese language instruction that may be extended for the study of other languages
- launching the Peking University – Yale University Joint Undergraduate Program
- creating the Yale University Intensive English Language Program at Beijing Foreign Studies University, which provides four weeks of intensive English training in Beijing for 30 students admitted to Yale Ph.D. programs

**Strategy: Increase Yale’s international visibility to reinforce its reputation.**

- Advanced Yale’s reputation through media coverage worldwide. The number of international articles and broadcasts mentioning Yale has doubled from approximately 1,300 in 2005 to over 2,600 in 2007. More importantly, the prominence of these placements (i.e., venue, length, timing, content, third party supporting comments) has also increased. Examples include feature articles by President Levin in *Newsweek International* in 2006 and 2008.
- Participating in conferences and events that are created by other organizations to highlight Yale. Examples include meetings and events hosted by the World Economic Forum, India @ 60, and PODER International.

**Strategy: Intensify efforts to build Yale networks abroad.**

- Yale is one of the ten founding universities in the International Alliance of Research Universities, which was inaugurated in 2006.
- Six international universities have opened or have committed to opening offices at Yale in the past two years and discussions continue with several others. The placement of permanent staff by these universities at Yale creates closer working ties among us. The universities have different goals and this is leading to new projects or activities in different areas. For example, the University of Tokyo is developing excellent ties through conferences, participation in courses, and other work conducted by faculty assigned to New Haven, and Australia National University has chosen to develop a leadership program involving Yale and ANU alumni.
- Six universities send students to attend summer courses in Yale College.

Begun in 2005, this initiative has yielded excellent results. A total of over 100 students participated in 2008.

- Alumni are being engaged in new ways that resonate with the AYA strategic plan (e.g., the Yale Arab Alumni Association (YAAA), alumni service trips abroad, annual Yale Weeks organized by OIA in Mexico, Argentina, and Brazil). However, negligible improvements in alumni relations have occurred in countries where there is no OIA specialist.

**Strategy: Build the administrative infrastructure for Yale's internationalization efforts.**

- The Office of International Affairs (OIA) was expanded to provide a separate Assistant Secretary of the University focusing on each of the following: Asia (except China), China, Europe (part-time), Latin America, and the Middle East/Africa. Faculty and staff throughout the University now can look to OIA as a source of assistance.
- The Faculty Research Database has been systematically updated and expanded and now describes 924 projects involving 663 Yale faculty, as well as 116 projects that have been completed since the Database was launched in 2003.
- A new guide for faculty and administrators, *Working Globally: Legal Considerations*, was published by the Office of the General Counsel. The guide outlines international issues affected by numerous government regulations (e.g., tax, export control, immigration, gift giving and receiving), University policies, and protocols that are important when working in different cultures, as well as how to seek assistance.
- An inventory was created of Yale's more than 140 agreements with international universities, governments, and other entities. A protocol for developing and approving MOUs has been developed.
- A Web-based tool was created by OIA that allows all Yale faculty, students, and staff members to register their travel plans and emergency contact information.
- New positions have been created and filled in the Office of the General Counsel and in the Office of Grants and Contracts Administration to focus specifically on international transactions. The Business Operations unit has also designated a senior manager to lead its work on international issues. These positions provide the expertise needed to improve Yale's handling of business transactions and compliance with laws.