Faculty Senate Monthly Packet October 1991

Portland State University Faculty Senate
The Faculty Senate will hold its regular meeting on October 7, 1991, at 3:00 p.m. in 150 Cramer Hall.

AGENDA
A. Roll
*B. Approval of the Minutes of the June 3 and 10, 1991, Meetings

President's Report

C. Announcements and Communications from the Floor
1. ARC List of Courses on Diversity
2. AAUP Review of Conflict of Interest Policy
3. Advisory Council Memo Regarding SBA Reorganization

D. Question Period
1. Questions for Administrators
   a. Question for Provost Frank from the Steering Committee:
   "What criteria are being used for unfreezing faculty positions? Who makes decisions re the unfreezing and what processes are used? Which specific positions have been unfrozen since last year?"

   b. Question for Vice President Holland from the Steering Committee:
   "What is the current organization of OSA, including the titles and areas of responsibility of the top two levels of administrators? What is the status of the Student Information Center?"

2. Questions from the Floor for the Chair

E. Reports from the Officers of Administration and Committees
1. Fall Term Registration Report--Tufts
2. Student Retention and Enrollment Management--Tang
3. Strategic Plan, Phase I: Update and Next Steps--Kocoaglu
4. IFS Report--Jackson

F. Unfinished Business--none

G. New Business
   *1. Strategic Plan, International Education--Farr

H. Adjournment
   *The following documents are included with this mailing:
   B Minutes of the June 3 and 10, 1991, Senate Meetings
   G Strategic Plan, International Education

**Included for Senators and Ex-officio Members only.
Minutes: Faculty Senate Meeting, October 7, 1991
Presiding Officer: Ansel Johnson
Secretary: Ulrich H. Hardt


Alternates Present: Dodson for R. Johnson.


APPROVAL OF THE MINUTES

The minutes of the June 3 and 10, 1991, meetings were approved with one correction. The top of p. 49 should read "MILLNER/BOWLDEN moved 'to eliminate item b (not c) from the motion'."

PRESIDENT'S REPORT

President RAMALEY's report began with her introduction of Vice President Lindsay Desrochers who is in her first week at PSU. Since the provost search did not result in finding a satisfactory candidate, it has been reopened. Linda Parshall is chair of a screening committee which is to do the initial work of bringing a small group of candidates to campus. The Provost Search Committee will then do the rest of the work. Names should be fed to Parshall.

RAMALEY distributed the newly board-approved PSU mission statement and the summary of the Introspect Team findings and recommendations. She pointed to the guiding principle that reorganization is necessary in order to support the new mission and the increasing scope of the University. RAMALEY pointed out that the recommendations of the co-consultant team were general in nature; e.g., consolidate Academic and Student Affairs, create a shared enterprise with all other activities supporting that. The report does not deal with specifics like international education. It does,
however, make four recommendations which have already been rejected by the President, such as the creation of an Executive Vice President Office, and taking affirmative action and athletics out of the President's office; the latter two recommendations go counter to national trends and to Ramaley's interests and commitments.

BJORK asked why we had to go outside of the University to get the Introspect Team and how much the consultants had cost us. RAMALEY said that Introspect has a successful 15-year history with business and other agencies, and they were using a proven approach and software program that it would have taken us years to develop; they did the study in five months. The cost to us was approximately $130,000; it will eventually result in savings of $2 million, hence was very cost effective. The $2 million will be directed toward implementing recommendations, teaching, and research. LENDARIS asked if there were any recommendations for the computing center. Yes, to merge it with telecommunications to form an information center, putting all technology together, including ED NET.

WEIKEL wanted to know if there would be a reduction of vice provosts. RAMALEY said the number of layers would be reduced to affect better communications and more effective service. The important point is how much work we get done, not how many vice provosts we had. There may be more "lead players" at the next lower level. BRENAN asked about the financial aid office. It will be clustered with admissions and the registrar, but no details or prescriptions were given. We need to do better in this area than we are doing. MIDSON wanted to know how we will measure the success of these changes. Will Introspect stay with us and evaluate what we do? The co-consultants will help us with the first two steps and will leave their software programs. They will also give intermittent help, but it is important to realize that organizations change over time, and no organization is for all time. We need to change as the needs of the community change. We now have the structure from Introspect for making future changes.

RAMALEY announced the availability of $220,000 over two years for the Portland agenda, i.e., involvement in the community. In the next two weeks the Provost will develop an RFP for one-time projects, and competition will be opened up. She urged faculty to think about how their projects could be extended out into the community.

ANNOUNCEMENTS

Presiding Office Ansel JOHNSON made the following announcements:

1. Please submit the name/department of your alternate to the Senate ASAP. Send to the Secretary to the Faculty.
2. If you arrive after roll has been taken, please give the Secretary your name in writing, so that our attendance will be noted.

3. If you make motions during the meeting, please write them out and submit them to the Secretary during the meeting so that we may have accurate text for the deliberations.

4. Please state your name and department when speaking on the Senate floor, so that we can get to know each other.

5. K-House is preparing for liquid refreshments after each Senate meeting. Both non-alcoholic and alcoholic drinks will be available, and you are encouraged to attend.

6. The ARC will present an update at next month's meeting regarding courses on diversity. Further discussions will take place.

7. The Conflict of Interest document has been submitted to AAUP for review and as a possible bargaining item.

8. JOHNSON reported having received a memo from the Advisory Council which pointed out that the proposed reorganization of the School of Business Administration needed to be reviewed by the UPC. The constitution requires it, and a memo by the Provost to John Oh urges consultation with all necessary University committees. Accordingly, there will be a UPC report next month on this item.

**QUESTION PERIOD**

1. Provost FRANK reported that the decisions to unfreeze faculty positions are made by deans, provost and president. Deans submit requests, and then a number of matters are considered, such as the recommendations of the Transition Team; the total number of positions eliminated, frozen, lost through retirements; the recent strategic plan and its implications; the add-backs and their implications; the needs of strategic new programs, such as the Ph.D. in Social Work and Curriculum and Instruction; the salary savings of retirements. FRANK said that most decisions on thawing positions will be reached in the next two weeks, although other requests will be reviewed after that. Deans can also forward recommendations for filling positions in the target of opportunity program. At this point, specific positions which have been unfrozen are in Spanish, Russian, UPA, and Computer Science.

   KARANT-NUNN was alarmed that recommendations of the Transition Team still carried weight, since the faculty felt that the Team's findings had been discredited. She said the faculty will not accept this criterion for unfreezing positions.
FRANK responded that the chancellor and state board approved those recommendations; we may not like it, but that's a fact. BEESON asked if faculty can be involved in final decisions. The Provost said he will work through the deans and envisions them working with faculty. BEESON responded that that was difficult because faculty had not known which priorities had been identified. FRANK said that deans will know in the next two weeks. Several searches already are under way because of recruiting requirements within certain disciplines. He vowed to open as many positions as possible as soon possible.

S. BRENNER asked about the $4.1 million cut PSU had to accommodate. FRANK said we needed to identify $.5 million more and were looking at retirements.

2. HOLLAND distributed a new OSA organizational chart (dated 10/4/91) and brief position descriptions of the executive staff. Without further comment he turned to the creation of the Information and Academic Support Center (IASC) and invited CUMPSTON to describe it. She called IASC a first-stop center for students and elaborated on the stages of the move to this center which will eliminate the many inappropriate referrals which now are made. There were some questions about the proposed redistribution of FTE.

TANG talked about the plans for academic advising. The Advising Center in NH will be phased out; the aim is for some central advising in each school and college. Each unit is now responsible for doing its own advising, including giving information about distribution requirements. Faculty will do all of the main advising. However, TANG said that something needs to be figured out for advising during summers and other breaks and holiday periods.

BEESON asked Holland when the latest organizational chart was drawn up. HOLLAND said several months ago, but minor changes were made recently. He predicted that other changes will follow, in light of the B.M. 5 and the Introspect recommendations. WEIKEL wanted to know about Collier's position. As of October 1, .5 FTE is planning and development, and .5 FTE is a no-line assignment in OSA. KOSOKOFF asked about the difference between judicial affairs and legal services. HOLLAND said judicial affairs administers the student conduct code while legal services concerns itself with matters such as dealing with landlords in student housing.

REPORTS FROM OFFICERS OF ADMINISTRATION AND COMMITTEES

1. TANG reported that the fourth week headcount was 14,758 students. Fees paid was down 6% from last year, perhaps partly due to the 30% tuition increase this year. PSU's FTE corridor this year is 9,128 (compared to 9,458 last year).
2. TANG said the enrollment management committee was working to develop benchmarks for the new system. PSU retention and graduation rates are terrible. Last spring, meetings with student focus groups found that students were apathetic about the institution. We need to find out why student come to PSU and what their long-range plans are.

TANG reported that there were virtually no complaints with BANNER and touchstone registration. DAILY introduced the need for a discussion of ethical questions with the availability of BANNER and accessing student records. TANG agreed. MOOR talked about the incongruity in timing of what the enrollment management committee and the retention task force were doing and the far reaching changes OSA is already putting into place. He argued for the importance of doing the study first and not putting the cart before the horse.

FRANK added that PSU could potentially get a second and third payment from OSSHE if all 4000 students which the system is permitting to be added show up. That would give us money for lecture sessions for winter and spring. TANG added that we will also soon see students who fled to the community colleges when cutbacks were put in place; they will have earned their 108 credits and will come to four-year institutions.

3. KOCOAGLU said that the Strategic Planning Committee had completed its task with the publication of Phase I Strategic Plan. The project is in the hands of the President now.

4. Janice JACKSON gave a report of the weekend's IFS meeting in Klamath Falls. Among other things, she reported on the IFS opposition to the proposed state bail out of university intercollegiate athletics. For a complete text of the resolution and her entire report, see the attachment.

NEW BUSINESS

Grant FARR presented the Strategic Plan for International Education at PSU. He said that some changes had already been made since the plan was put together. E.g., Extended Studies will be a part of the International Council. And Dean Everhart has made the suggestion that other divisions and units on campus perhaps have rotating membership on the council. FARR emphasized that the list was meant to be suggestive, not exclusive. OGLE asked if this proposal called for a new vice provost. FARR said that had already happened, and he was it. MIDSON asked about international services and exchanges. FARR said that this program will seek to assist those who want to go abroad and those who want to come here. No details have been worked on yet, but the effort will be to coordinate the international interests across campus, exchange information, and respond to queries.
IFS REPORT TO THE PSU FACULTY SENATE

October 7, 1991

Submitted by

Janice Jackson
IFS Member and
Secretary, IFS

The Interinstitutional Faculty Senate met on Friday and Saturday, October 4-5, 1991, at the Oregon Institute of Technology at Klamath Falls, Oregon.

At its Friday meeting, President Larry Wolf welcomed IFS members and Vice Chancellor Shirley Clark met with the Senate. Vice Chancellor Clark reviewed a number of projects, including, among others, the administrative review process mandated by the Oregon legislature, the Workforce Quality Council, Continuing Education and Ed/Net policies, and Chancellor's Office draft report on the status of university women faculty, staff, and students. Vice Chancellor Clark and Oregon State Board of Higher Education member Beverly Jackson joined IFS members for dinner.

At its business meeting on Saturday, Donna Jensen, IFS member and liaison to the Oregon State Board of Higher Education, reported on the assessment and accountability work group session at the June board meeting and also on the status of the Higher Education Assessment Task Force, of which she is also a member. The board meeting group session was a general discussion of issues relating to assessment. Currently, faculty and administrators across the state are involved in discussions and studies to determine the best methods for obtaining appropriate and useful information about assessment activities. The Assessment Task Force is charged with developing an Assessment Document to be presented to the Chancellor's Office in January 1992. The only item that has been voted on so far is the format for submission by the universities and colleges of assessment activities.

A proposal for amendment to IFS by-laws was made to change IFS representation to two representatives from each institution; this proposal will be discussed and voted on at the next meeting in December. Additional proposals for amendment to IFS by-laws were made to require the Secretary of IFS to maintain IFS archives and for the IFS President to make an annual report of IFS activities. These will also be discussed and voted on at the December meeting.

An update was also provided on the IFS draft report on institutional and administrative costs. Discussion focused on a format revision to adopt a common "template" for the universities and colleges with three guiding principles: simplicity; comparability over time; and comparability over institution. The IFS Task Force on Institutional and Administrative Costs agreed
to format the template for the next IFS meeting in December. IFS
has nominated member Jim Pease, OSU, to serve on the legislative
task force on Administrative Costs in Higher Education.

IFS President Bonnie Staebler informed the Senate that the
Oregon State Board of Higher Education had sought IFS advice on
the proposed state bailout of university intercollegiate
athletics departments. Following a lengthy discussion, the IFS
unanimously adopted the following resolution:

The IFS shares the Oregon State Board of
Higher Education's frustration that it should
be forced to consider bailing out university
intercollegiate sports programs at a time
when valuable academic programs have been
cut. While IFS is cognizant of the symbolic
value of athletics in higher education, we
reaffirm the value of academic programs to
the State of Oregon. Therefore, we heartily
encourage the creative and thorough search
for alternative dollars to fund university
intercollegiate sports programs. However, we
are unalterably opposed to the transfer of
any dollars that would otherwise fund
academic programs.
EVOLUTION OF THE INFORMATION AND ACADEMIC SUPPORT CENTER

The original concept of the IASC involved the administrative and physical merger of several OSA units, including the Career Center, Student Advising Center, Academic Support Center and the Educational Opportunity Program, as well as Cooperative Education and the College Work Study Referral Program in a one-stop service center. An assessment of program needs and available space has altered the original concept: The Information and Academic Support Center will instead be a first-stop center offering services in three areas: academic advising, academic support, and information and referral. The Center will be implemented in stages beginning Spring Quarter, 1992.

Stage I of the implementation will involve the movement of Cooperative Education and the College Work Study Referral Program into the Career Center, which will remain in 402 USB. During Spring Quarter, 1992, the Academic Support Center and the advising function will move into the former reserve library in Smith Center. EOP will remain in Shattuck Hall until additional space can be made available. The Information and Referral component will share counter space with the current Parking Office. Stage II will involve moving the Parking Office, freeing space for an expansion of the Information and Referral component. Stage II also includes the movement of EOP into close proximity with the Center.

Academic advising will be different in the IASC. The CLAS and professional schools will assume responsibility for most of the academic advising formerly provided by the Neuberger Hall advising center. IASC staff will concentrate initially on providing information as basic as academic terminology and procedures, as well as helping students understand the General Education Requirements and manage their own progress through those requirements. Workshops will be offered to introduce students to basic educational and career planning. Staff will work closely with faculty advisors to produce handouts, guides, and videotapes and to cooperate in building an effective advising network. Transcript evaluations will be the responsibility of the Admissions Office and faculty advisors.

Academic support will be provided by the programs currently within the Academic Support Center, with the Educational Opportunity Program to join during Stage II of the Center’s development. Services to be provided include the Campus-Wide Tutorial & Study Skills Program, Disabled Student Services, Veterans Services, and the Academic Support Program for disqualified students.

Information and referral will begin in a relatively small way and expand in stages so that, as space becomes available, it will ultimately be the place on campus to get an answer, or be directed to a solution or be referred to an appropriate source. It will become a place where campus events are computer calendared, where no question about PSU is too obscure, and where all feel welcome and respected.
Summary: The primary role of student services is to support the academic mission of the university. The Information and Academic Support Center plans to help students to understand basic academic terms, policies and procedures and prepare them to connect with faculty advisors in academic departments; provide tutorial and other support services to assist students who are struggling academically; facilitate educational and career planning and self-direction; assess and meet needs or direct students to appropriate campus resources.

IASC STAFFING:

Mary Cumpston, currently the director of the Career Center, will become the director of the IASC. Dan Fortmiller, currently the director of the Academic Support Center, will be the Associate Director. Mary will continue to direct the Career Center which will remain in 402 USB to be joined by the Cooperative Education and the College Work Study Referral Programs.

Dan will be responsible for daily supervision of the units housed on the first floor of Smith Center, including the current Academic Support operations as well as the former Advising Center staff, Disabled Student Services and Veterans Services.

The Information and Referral component will be primarily coordinated by Tricia Bergman and Dee Thompson, career counselors in the Career Center, whose appointments will be split .50 with the Career Center.

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<th>Professional Staff</th>
<th>Current FTE</th>
<th>New FTE</th>
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<tr>
<td>CAREER CENTER:</td>
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<td>Total</td>
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| IASC:                    |             |         |
| Director (From Career Ctr)| 0         | .50     |
| Info Counselor            | 0           | .50     |
| Info Counselor            | 0           | .50     |
| Academic Support Ctr. Director | 1.00 | 1.00 |
| Academic Support Ctr. Couns. | .50       | .50    |
| Advisor/Veterans Services| 1.00        | 1.00    |
| Advisor/Disabled Stud. Serv.| 1.00   | 1.00    |
| Total                    | 5.00        |         |
UPDATE ON STUDENT AFFAIRS STAFFING

1. Morris Holland, Vice President for Student Affairs

2. Executive Staff
   a. Ken Fox, Acting Assistant Dean (.50 and .50 Judicial Affairs)
   b. Gilbert Sanchez, Assistant Dean/Director Minority Student Affairs (1.0)
   c. Catherine Collier, Assistant to the Vice President for Planning and Development (.50-- and .50 Development and External Affairs)

3. Units/Functions
   a. Reporting to Morris Holland
      1. Executive staff: Fox, Sanchez, Collier
      2. Career Center (Mary Cumpston)
         Student Employment
      3. Academic Support Center (Dan Fortmiller)
         Advising and Academic Programs
         Educational Opportunity Program
      4. Counseling and Psychological Services (Mary Beth Collins)
      5. Student Health Services (Sandy Franz, Mike Bower)
      6. Helen Gordon Child Development Center (Margaret Browning, Ellen Nolan)

   b. Reporting to Ken Fox
      1. Judicial Affairs (Ken Fox .50)
      2. Mediation Program (Ken Fox)
      3. Student Legal Services (Kathleen Jones)
      4. International Student Services (Khalil Zonoozy .75)
      5. Student Development (Ken Fox)

   c. Reporting to Gilbert Sanchez
      1. Upward Bound (Peggy Adams)
      2. Talent Search: Project PLUS (Leo Rasca)
      3. Multicultural/Mentoring Programs (Brenda Green)
      4. Portland Teachers Program/University Minority Academic Scholarship Program (Joycelyn McKenna)

   d. Programs under development, supported by Catherine Collier
      1. Multicultural Programs (Brenda Green)
      2. Information and Academic Support Center (Mary Cumpston)
      3. Proposed Student/Community Union (OSA and SMC Staff)
      4. Leadership Development Programs (Jack Lutes)
The administrative liaison between the Vice President and Associated Students of Portland State University Incidental Fee Committee and Student Media will be Ken Fox, Acting Assistant Dean of Students.

Planning and development encompasses short and long-term planning and program development for the Office of Student Affairs and specific projects.

The Information and Academic Support Center (proposed name) is a consolidated student information, advising, and support service currently under development.
Portland State University
Mission

The mission of Portland State University is to enhance the intellectual, social, cultural and economic qualities of urban life by providing access throughout the life span to a quality liberal education for undergraduates and an appropriate array of professional and graduate programs especially relevant to the metropolitan area. The University will actively promote development of a network of educational institutions that will serve the community and will conduct research and community service to support a high quality educational environment and reflect issues important to the metropolitan region.
Portland State University
The Urban University

- Commitment to excellence in undergraduate liberal education
- Access to graduate and professional programs central to the needs and opportunities of the metropolitan area
- Responsiveness to metropolitan student needs
- Use of the region as an extended campus
- Commitment to enhancing the quality of metropolitan life
- Scholarly agenda designed in collaboration with the community
- Promotion of an academic research and service network
- Operates as a "shared university" with other institutions in the state
- Offers programs with regional, national and international scope
REVIEW OF CAMPUS OPERATIONS

January 1991: Commitment in Transition Process was to examine structure in order to:
- improve use of campus resources
--improve relationship of support units to academic units
- increase and improve services with fewer resources

April: Introspect retained to assist in management review
Appointment of internal co-consultant team

September: Initial Presidential response to co-consultant report

October 4: Proposed structure discussed with ExCom and campus leadership

October: Campus-wide review, comment and suggestions for revision of team recommendations

November: Development of reorganization plan and timetable for implementation by ExCom
Announcement of reorganization plans to campus
GUIDING PRINCIPLES

1. Reorganization is necessary to support new mission.

2. Increasing scope of mission in past decade has not been accompanied by increased resources

CRITERIA FOR REVIEWING THE REORGANIZATION PROPOSAL

• Develop an organization that is centered on faculty and student needs - make systems simpler and easier to use

• Reflect our commitment to community service

• Focus administrative efforts on the most important areas of operations

• Reflect the mission in the responsibilities of senior administrative positions

• Encourage collaboration across campus

• Provide a flexible organization that can adapt to changing needs

• Support the new mission and increased demand for student access

• Operate effectively within a more limited budget
RECOMMENDATIONS OF CO-CONSULTANT TEAM FOR CAMPUS CONSIDERATION

1. President's Office
   • Creation of integrated planning, budget policy (not budget administration), and organizational development functions

2. Vice President Development and External Affairs
   • Consolidate communications and publications
   • Streamline the development function and increase time spent on fund raising
   • Increase resources invested in fund raising/external communications

3. Provost's Office
   • Create an Academic Support Services unit to support faculty research, teaching, curricular development, program reviews, faculty development, graduate programs; merge Audio/Visual and TV Services
   • Consolidate Academic Affairs and Student Affairs and create Vice Provost for Student Affairs
   • Create a student information center
   • Create a unified department of Human Resources

4. Vice President for Student Affairs
   • Consolidate with Academic Affairs

5. Vice President for Finance and Administration
   • Reorganize general accounting to incorporate Business Affairs, some Auxiliary Services, and fiscal management of athletics
   • Consolidate the customer services aspects of parking and cashiering
   • Integrate and coordinate billing/collection services
   • Increase the use of technology and create management information systems
   • Consolidate OCIS and Telecommunications
   • Consolidate all safety, security and enforcement
(FADM, continued)

- Consolidate receipt, storage, delivery, mail, duplicating
- Combine all maintenance functions into a single maintenance unit
- Create a facilities and space planning unit
- Consider contracting out for duplicating and food service

RECOMMENDATIONS OF THE CO-CONSULTANT TEAM THAT WILL NOT BE ACCEPTED

1. Creation of an Executive Vice President Office

2. Conversion of Provost duties from chief academic officer to chief operating officer with administrative as well as academic units (eliminating Vice President of FADM)

3. Removal of Affirmative Action from President's Office

4. Removal of Athletics from President's Office

All other recommendations are to be reviewed by the campus community before any decisions are made regarding the actual scope of reorganization.
International Working Group:

Kimberly Brown, Director, English as a Second Language
Grant Farr, Vice Provost for International Education
Mel Gurtov, Director, International Studies
Gil Latz, Executive Director, International Trade Institute
Jack Lutes, Assistant Dean for Student Development
John Oh, Interim Dean, School of Business Administration
Dawn White, Director, International Exchange Programs
Khalil Zonoozy, Coordinator, International Student Services
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Dawn White, Director, International Exchange Programs
Khalil Zonoozy, Coordinator, International Student Services
Proposal for International Council
Grant Farr, Vice Provost for International Education

INTERNATIONAL STRUCTURE
International Council

This proposal is to organize the International Education at Portland State University into a council structure to be called the International Council. The International Council will consist of the major leaders or representatives of all units that with international activities. The Council will be chaired by the Vice Provost for International Education, who will in turn answer to the Provost.

Assumptions:
1. Various components of international education are in various units of the University and should stay in those units.
2. The council should contain the leaders or representatives of those units dealing with international issues.
3. The council will be chaired by the Vice Provost for International Education

Council Members:
Chair of International Council: Vice Provost for International Education
Director of INTL
Director of ITI
Director of ESL
Director of IEP
Representative for Dean's office, CLAS
Representative from Dean's office, SBA
Representative from the International Centers and Institutes
Representative from Student Affairs Office
Director of International Student Services
Other members from Units with international activities
Council Tasks:
Advise the President, the Vice Presidents, the Provost and other administrators regarding international programs and affairs.

Set priorities and determine policy with regards to international programs and affairs.

Coordinate international issues across the campus.

Develop long and short range goals for international programs

Immediate Tasks
Within the next year the International Council, will undertake the following tasks

1. INTL The council will review the International Studies degree program and develop proposals that will strengthen this program. Specifically the council with the cooperation of the Director the nature and focus of the program, the types of course offered, the qualification of the faculty, and areas of specialization and the addition of needed faculty positions.

2. IEP The council will review all of the University’s international exchange relations with regards to their usefulness to PSU, the type and number of faculty or students that participate each way, the relations of the exchange to PSU’s international mission, and the general cost of the exchanges compared to their benefit.

3. NPARC The International Council will examine the activities of the North Pacific Applied Research Center and explore ways to increase its effectiveness and scope.

4. Space Allocation The International Council will examine locations of the various international units with the idea of moving those with similar functions into a common space.

5. International Student The Council will examine ways to enhance and improve the delivery of service to international service by the several units involved, include ESL, IEP, ISS and International Admissions.
Long Term Tasks

The International Council will also undertake a series of tasks that will require a longer period of time. These will include:

1. Center for International Business and Policy The Council will begin the implementation of this new center as outlined in the Governor Robert’s Action Plan to Implement the Governor’s Commission Report on Higher Education in the Portland Metropolitan Area.

2. Develop other Graduate Programs
INTERNATIONAL COUNCIL

INTERNATIONAL SERVICES AND EXCHANGE

- International Student Services
- International Exchange Program
- English as Second Language
- INTERNATIONAL ADMINISTRATION

INTERNATIONAL ACADEMIC PROGRAMS

- International Studies
- International Business
- Foreign Languages and Literature
- Other Programs

INTERNATIONAL COUNCIL

Chair of International Council: Vice Provost for International Education
Director of INTL
Director of ITI
Director of ESL
Director of IEP
Representative from CLAS
Representative from SBA
Representative from International Centers
Representative from Student Affairs Office
Director of International Student Services

INTERNATIONAL OUTREACH CENTERS AND INSTITUTES

- Middle East Studies Center
- International Trade Institute
- Eastern Europe Studies Center
- American Studies Center
- North Pacific Applied Research Center
- Jet-Eastern European Business Administration Center
- Jet-American School of Business Administration

INTERNATIONAL FACULTY AND CURRICULUM

Including elements of IEP, International Scholars and Faculty Services; and elements to be developed by the Vice Provost to facilitate the development of international faculty and curriculum.